

WORLD NEWS

EUROPE

Yeltsin in bid to host G8 summit

By Chrystia Freeland in Moscow

Russian President Boris Yeltsin yesterday made a bid to host a future summit of the world's leading industrialised nations and challenged an inquisitive American to a sporting competition in a day of energetic traditional and high-tech diplomacy.

The formalities were observed at the foreign ministry, where Mr Yeltsin praised his team in a rare personal appearance and awarded top diplomats, including the foreign minister, with state medals.

Afterwards, Mr Yeltsin answered questions in his first internet press conference in an effort to raise Russia's profile ahead of the Group of 8 industrialised nations' summit in Birmingham next week.

At the foreign ministry, Mr Yeltsin lavished praise on Yevgeny Primakov, the 69-year-old former spy-master. Hinting that Mr Primakov would keep his job until the president's current term runs out in 2000, Mr Yeltsin commended him for building a coherent diplomatic team and restoring Russia's international prestige.

Mr Primakov has criticised the close US links which Russia developed immediately after the collapse of the USSR and has called for a more "balanced" policy including restoration of ties with traditional Soviet allies.

Kiriyenko: the mockery turns to approval

The hope is his cabinet will be the most effective since Russia's market changes began, writes Chrystia Freeland

When President Boris Yeltsin of Russia first announced that baby-faced Sergei Kiriyenko, 35, would lead his new government, the world's initial response was astonishment. The New Yorker magazine captured the mood with a cartoon of a little boy announcing proudly into his toy telephone: "Yes, Boris Nikolaevich, I would be honoured to join the cabinet."

But as Mr Kiriyenko weathered a fraught confirmation battle with the parliament in April, then assembled his cabinet, the mockery has turned to approval. Russian reformers and western economists like the ministerial team Mr Kiriyenko has chosen. Some even dare to hope the new cabinet will be Russia's most effective and progressive government since those led by Yegor Gaidar at the outset of Russia's market transformation.

"So far, so good," concluded Christopher Granville, chief strategist at Fleming UCB, a Moscow-based investment bank. "The new government is lucid, has a clear grasp of the problems it will face, and the individual members seem of high quality."

Itogi, an influential Russian news magazine, was bolder, describing the new cabinet as "a government with the policies of Yegor Gaidar and the teeth of Anatoly Chubais [the reform guru sacked by Mr Yeltsin last month]".

Mr Kiriyenko, expected to put the finishing touches to

his cabinet this week, has chosen his ministers in his own image: young, provincial and with business experience in Russia's fledgling market economy. Victor Semenov, 40, the new agriculture minister, has made a fortune selling beef to McDonald's. Victor Khristenko, 41, one of a troika of deputy prime ministers, is a former businessman from Cheliabinsk, in the Urals.

The new government's supporters hope it will be more effective than the often squabbling and slow-moving team led by Victor Chernomyrdin, the outgoing prime minister sacked by Mr Yeltsin in March. "The Chernomyrdin government sought compromise," Mr Chubais said in a recent interview with the magazine Novoye Vremya. "But now, the president has chosen conflict. That means we have the chance to form a government able to take the steps vital for the economy and the country, even if they do not please the opposition and Beresovsky [a powerful magnate and recently appointed government official]."

Mr Granville agreed, pointing out that the new government, in contrast to Mr Chernomyrdin's battle-scarred team, is largely free of the sins, controversial friendships and political animosities the previous cabinet accumulated during the turbulent economic transition of the past few years. "They've brought in fresh talent, not burdened by battles with the oligarchs," he



Boris Yeltsin (left) and Yevgeny Primakov (right) would remain foreign minister until the president's term runs out in 2000. Reuters

said, referring to the bruising bankers' war which helped discredit the old government.

Over the past few days, Mr Kiriyenko and his cabinet have given some credence to these hopeful predictions. In a sign that the new government intended to confront Russia's troubled fiscal situation directly, Mr Kiriyenko announced last week the state was unable to pay more than a quarter of its financial obligations. "We must tell the people honestly that Russia is quite a poor country," he declared.

His ministers took up the baton over the weekend, reiterating government plans to sack more than 200,000 civil servants. When this was first publicly floated in the FT in March, it earned its author, Alexei Kudrin, the highly respected deputy minister of finance, scathing criticism from the Kremlin. But now the new cabinet is in place, the government seems unafraid to admit its painful reform plans.

Not everyone is convinced the Kiriyenko team will act on its tough rhetoric. Some Russian analysts doubt the

new premier has the long-range vision to reform Russia's crony capitalism or cope with its economic dependence on oil exports, the price of which is falling. Others wonder how long the new team will avoid being entangled in the corporate web which ultimately immobilised the old cabinet.

In the short term, Mr Kiriyenko's biggest challenge will be to keep the attention of Russia's sometimes erratic president. When he acts, Mr Yeltsin is almost always an ally of reform. But as he ages, he seems increasingly inclined to alternate bursts of frantic political activity and prolonged professional hibernation. That would be fatal for Mr Kiriyenko, who will need his backing to cut through Russia's huge bureaucracy and deal with its powerful regional chieftains.

The presidential race in 2000 draws closer. If Mr Kiriyenko cannot deliver a prospering economy to the next president, the Kremlin's new master could choose to abandon the market course.

Russia's oil barons, Page 24

Broader German recovery forecast

By Ralph Atkins in Bonn

Germany's export-powered economic recovery is expected to broaden this year and in 1999, with a marked pickup in domestic demand, according to forecasts by six leading economic institutes yesterday.

But Chancellor Helmut Kohl faces the prospect of only a modest reduction in unemployment as he fights for another term in office in September's election.

In former Communist eastern Germany, unemployment will be higher this year

than last and growth will remain significantly below that in the west.

Government ministers seized on the institutes' spring report as evidence of the improvement in economic fortunes needed to boost the centre-right coalition's poor opinion poll ratings.

Theo Waigel, finance minister, said a turning point had been reached in combating high unemployment. "The punctual start of the euro single currency will lead to a lasting improvement in the climate for

investment and employment," he said.

Investment in plant and machinery is expected to rise by 6.9 per cent this year and 7.5 per cent in 1999, compared with 3.9 per cent in 1997. After remaining virtually stagnant last year, private consumption is forecast to rise 1.7 per cent in 1998 and 2.1 per cent next year, with consumer confidence helped by increased real disposable incomes and a pickup in employment.

The institutes, based in Berlin, Hamburg, Munich, Kiel, Halle and Essen, expect

last year's rapid export growth to slow over the next 18 months. South-east Asia's economic turmoil could cut German exports by up to two percentage points.

The institutes have also trimmed their overall growth forecast for 1998. The 2.8 per cent growth rate forecast last October was yesterday revised down to 2.6 per cent. For next year, the institutes expect 2.7 per cent growth.

In addition, Germany will continue to remain blighted by high unemployment, caused largely by structural

problems. The total this year is expected to remain roughly constant at 4.38m, before falling to 4.3m in 1999.

East German unemployment will also fall slightly next year. Oskar Lafontaine, chairman of the opposition Social Democratic party, said the high level of unemployment remained the defining question of German politics.

The institutes are optimistic that the euro will not depreciate after its launch next year and suggest a modest appreciation against the dollar is possible.

Prodi urged to reshuffle ministries

By James Giltz in Rome

Romano Prodi, Italy's prime minister, is being forced to consider a hasty restructuring of Rome's government ministries because of a row triggered by the recent mudslide disaster in the Naples region.

Massimo D'Alema, the leader of the Party of the Democratic Left (PDS), which is the main party in the government coalition, is demanding that Mr Prodi should dissolve the powerful ministry of public works.

The ministry is responsible for a wide range of environmental policies, including building programmes and emergency relief in times of disaster. But its recent rescue operation in the Campania region, where more than 135 people died, has been criticised for inefficiency.

Mr D'Alema is demanding that the powers of this ministry, which is headed by one of Mr Prodi's closest aides, Paolo Costa, should be divided up between Italy's environment and transport ministries to avoid any overlap in operations.

Mr Prodi, who has long feared that a serious government reshuffle could upset the balance of forces in his coalition, is resisting the move. He has deferred a decision on the issue until a cabinet meeting in ten days.

Mr D'Alema's demand is a calculated attempt to reassert his authority within the ruling coalition, amid fears that he has been outmanoeuvred in recent months by the more "technocratic" Mr Prodi.

Any diminution in the powers of the public works ministry would be a blow to Mr Costa. The powers of the public works ministry - with its £12,000m (£5.9bn) annual budget - would go to departments led by politicians from the green party and the PDS over whom Mr Prodi has less sway.

Moreover, Mr Costa, a member of the former Christian Democratic Popular Party (DC), could not be deprived of his power base without upsetting the delicate balance of forces in the ruling coalition.

The betting in Rome yesterday was that this latest row would end in the inevitable compromise in which all ministers would keep their jobs. But the perception of who wins this battle - Mr D'Alema or Mr Prodi - could have policy implications.

Holbrooke sees little progress on Kosovo

By Guy Ottomere in Belgrade

Richard Holbrooke, the US envoy shuttling between ethnic Albanian separatist leaders in southern Serbia and the government in Belgrade, admitted yesterday he had made little progress in getting the two sides to start direct talks on stopping the conflict in Kosovo province.

Slobodan Milosevic, the Yugoslav president, has rejected western demands for third-party mediation. He has also told the US and its allies to remove sanctions imposed over the past two weeks that block new investments in the republic of Serbia and freeze government funds abroad.

Ibrahim Rugova, leader of the ethnic Albanian party that is waging a non-violent

campaign for Kosovo independence, has resisted US pressure to denounce the separatist Kosovo Liberation Army (KLA) and refuses to enter talks with Belgrade without mediation.

"We are trying to get a process going. All other details are being discussed and, I might add, without much progress," Mr Holbrooke said after meeting Mr Rugova in the provincial capital, Pristina. He then flew to Belgrade for his third round of talks with Mr Milosevic since Saturday.

US officials warned Mr Holbrooke might end his mission unless progress was achieved soon.

Failure could result in a full-scale war in Kosovo. Diplomats believe Mr Milosevic is using the conflict not only to recover his former position as the main power-broker in the Balkans but also to remove his main political opponent, Milo Djukanovic, the pro-western president of the small republic of Montenegro.

Allies of Mr Milosevic yesterday announced they would initiate a vote of no-confidence in the federal Yugoslav government led by Radko Kotic, the prime minister. He was long regarded as loyal to Mr Milosevic but is believed to have opposed a state of emergency that would have stopped Mr Djukanovic's inauguration in January.

The low-level war in Kosovo between the KLA and Serbian forces has claimed over 150 lives this year and

threatens to move from the mainly Albanian-populated countryside into towns with a greater ethnic mix.

Residents of Pristina heard heavy gunfire for over an hour in the eastern suburbs early yesterday.

Officials said that one policeman was wounded in an attack by "terrorists" and that police killed a 55-year-old man in response. Police said they then raided a house and seized a cache of weapons, military fatigues and terrorist training manuals.



Ibrahim Rugova (centre), with US envoys Richard Holbrooke (right) and Robert Gelfand. Reuters

Move to speed oil cash to Baku

By Robert Corzine in London and Carolea Gail in Moscow

Foreign oil companies developing the biggest offshore project in the Caspian Sea region are seeking ways to speed up the remittance of revenues to Azerbaijan, amid concerns that a cash shortage could undermine the country's stability.

The Azerbaijan International Operating Company (AIOC) - the consortium behind the \$8bn development of the offshore Azeri, Chirag and deepwater section of the Guneshli fields - has been producing limited amounts of oil since last autumn, but very little revenue is flowing to President Haydar Aliyev's government.

"We have to find a way to provide money to Azerbaijan," said one western oil

executive. "We can't play fast and loose with these people. It's their lives we're talking about." The executive's comments confirm growing unease in the oil industry about managing the expectations of emerging oil producers in the former Soviet Union and elsewhere.

Azerbaijan and its 7m people are surviving largely on the hope of future oil wealth. The country is grappling with enormous social problems after a six-year war over Nagorno-Karabakh, the Armenian-populated enclave, and the burden of some 850,000 refugees.

The AIOC project is seen as the bellwether for international oil developments in the Caspian. "Early oil" from the first phase of the project started to flow late last year. But it could be some years before the Baku government

saw any sizeable revenues from the project. That is because the production-sharing agreement signed by the AIOC and Baku in 1994 allowed the companies to recover their costs first.

About \$1bn has been spent on developing the Chirag One platform. It will eventually produce around 115,000 barrels a day, although present production is only about 40,000 b/d. This is exported via a northern pipeline to the Black Sea Russian oil terminal at Novorossiysk.

The consortium wants to spend an additional \$275m to build a new western export pipeline to neighbouring Georgia, after the existing line was found to be unusable. The AIOC and the government have failed to agree on how the extra funds for the pipeline should be recovered by the consortium.

Some oilmen argued the only way to boost revenues was to raise the capacity of the Chirag One and export the additional oil via the western pipeline, which should be completed next year.

Officials at Azerbaijan's state oil company, Socar, were guarded about accelerating output from the AIOC. "There is talk of this, but as yet no decisions have been taken," said Khoshbakht Yusuev, vice-president in charge of exploration.

An alternative might be to simplify the technology employed on the next phase of development, which the consortium is expected to approve later this year. Mr Yusuev declined to say whether Socar, which held 10 per cent stake in the consortium, was prepared to accept changes in the standard of technology.

NEWS DIGEST

TURKISH ATTACK

Rights activist shot after claim of Kurdish link

A leading human rights activist was critically injured after being shot in his office in central Ankara by two unidentified assailants.

Akin Birdal, president of Turkey's Human Rights Association, suffered six bullet wounds in the leg, chest and shoulder in the midday attack and underwent surgery for the removal of some of the bullets, according to Tefik Ali Kupukbas, chief physician at Sevgi Hospital.

The assailants, described as men in their early 20s, fled the scene. Scores of supporters and journalists waited for word outside the hospital, where security was tightened. Some in the crowd feared Murat Basesoglu, the interior minister, and other members of the government as they arrived at the hospital.

Husnu Ondul, general secretary of the association, said Mr Birdal had received death threats and that authorities had ignored the rights leader's request for increased security. According to Turkish press reports, a recently captured Kurdish rebel leader accused Mr Birdal of working closely with fighters of the outlawed Kurdistan Workers' party, a claim the rights leader denied. Kelly Couturier, Ankara

UKRAINE ECONOMY

President warns on currency

Leonid Kuchma, Ukraine's president, said yesterday the government and central bank must change policies on the hryvnia so that the exchange rate kept pace with inflation. "Corrections are necessary in monetary policy, since the orientation towards raising the rate, which has been in place for the past two years, hurts national producers, above all exporters," Mr Kuchma told parliament.

Until this year the hryvnia rate has depreciated more slowly than the inflation rate. The currency has been kept in a band of 1.80-2.25 hryvnias to the dollar in 1998, against a band of 1.70-1.90 per dollar for most of last year.

Exporters have put pressure on the government to devalue the hryvnia to make their goods more attractive abroad.

Mr Kuchma said the government planned to slow inflation to 7-8 per cent in 1999 from a forecast 10-12 per cent this year. Inflation would drop further to 5-6 per cent at the turn of the century and beyond, he added. Reuters, Kiev

FRENCH BOMBING

Corsicans admit attack

Corsican separatists claimed responsibility yesterday for the bombing of a public building on France's mainland, saying it ended an unannounced three-month truce in their "military fight" against French rule.

The blast, on Saturday, tore a large hole in the facade of the building that houses the regional council for the Provence-Alpes-Côte d'Azur region in the Mediterranean port of Marseilles.

At the same time, three masked bombers were caught red-handed in Ajaccio, Corsica's capital, before their explosives could blast a bank, French police said.

The Corsican National Liberation Front-Historical Wing (FLNC) said in a statement it had called an "observation period" after the assassination three months ago of the prefect Claude Erignac, the French government's top representative on Corsica.

"This period was used by the French state... and an arrogant and contemptuous press to try to discredit the whole [Corsican] people... We are resuming our fight today," the FLNC said.

Police have arrested dozens of Corsican nationalists since the assassination of Erignac, but have not found any murder suspect. Reuters, Ajaccio

DANISH REFERENDUM

Tabloid urges No vote

Danes who support the European Union's Amsterdam treaty on closer integration confronted a new opponent yesterday when the country's biggest circulation newspaper launched a campaign against ratifying the document in the referendum on May 28.

"The limit has been reached," declared the tabloid Ekstra Bladet. "The erosion of Denmark as a nation state must stop." In 1992 the paper urged readers to vote in favour of the EU's Maastricht treaty, which was first defeated, but was approved by a second referendum in 1993.

Ekstra Bladet takes pride in supporting the underdog against the establishment. In the present case, it is the only national newspaper which is campaigning against the Amsterdam treaty.

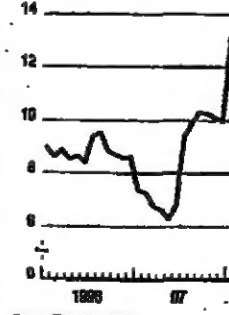
Other newspapers took Ekstra Bladet's conversion sufficiently seriously to carry articles analysing its possible impact on opinion in the referendum. But the conclusion was that Ekstra Bladet alone could not swing the vote one way or the other. Hilary Barnes, Copenhagen

ECONOMIC WATCH

Czech inflation levels off

Czech Republic inflation

Annual % change in CPI



Czech inflation, which has risen rapidly since a depreciation in May last year, levelled off in April, falling 3 percentage points to 13.1 per cent year-on-year from 13.4 per cent. Inflation rose 0.3 per cent month-on-month after edging up 0.1 per cent in March. Analysts believe inflation will fall to below 11 per cent by the end of the year as the stronger crown and austerity measures imposed after the currency crisis reduce import prices and consumption. Inflation has also been increased by big rises in indirect taxes, rents and utility charges, which will be raised again in July. Last year the central bank created a new inflation measurement to screen out these factors and set a target of 5.5-6.5 per cent for the end of this year.

In March net inflation also fell 3 percentage points to 7.8 per cent and analysts believe the bank's target will be met, particularly as it will be compared against the higher base in the second half of 1997.

"The only danger is if the crown weakens around the elections [due in June]," said Boris Gomez at ING Barings in Prague. Robert Anderson, Prague

CORRECTION

Antonio Maria Costa

Due to an agency error, a picture caption in yesterday's FT wrongly identified Antonio Maria Costa, secretary-general of the European Bank for Reconstruction and Development, as Jacques de Larosiere, the bank's former president.

'False figure' claim over Spanish deficit

By David White in Madrid

José Borrell, the Spanish Socialist newly elected candidate for prime minister, yesterday accused the centre-right government of falsifying its budget deficit in a blistering onslaught in parliament.

In a combative and controversial debut as opposition leader, Mr Borrell launched into a sarcastic attack on government "self-satisfaction" which drew noisy bawling from the ruling Popular party (PP).

The clash came during the annual state of the nation debate, marking the first crossing of swords between Mr Borrell and José María Aznar, the prime minister. Mr Borrell's radical tone promised a fiery contest in the run-up to general elections, not due until early 2000.

He accused the government of undermining the social security system and camouflaging a shortfall which would have excluded Spain from qualifying for the European single currency.

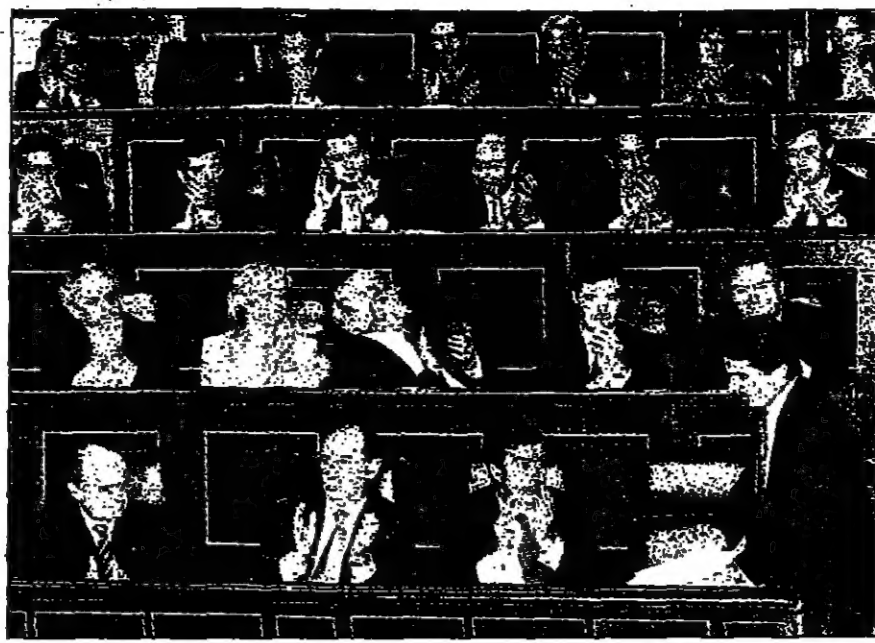
He claimed that with proper accounting the budget deficit should have been 4.3 per cent of GDP last year, against the official 2.8 per cent. He also attacked the government's record on health and education, and said it had "no project" in foreign policy.

Mr Borrell's outburst came after a weekend opinion poll in the pro-Socialist daily *El País* indicating that the opposition party had recaptured a 2.5 point lead over the PP.

He was replying to a sober opening speech in which Mr Aznar recalled Spain's strong recent economic performance and pledged further reforms to put the country on "a new path of prosperity". Mr Aznar promised to stimulate more job creation by removing obstacles to new hirings, encouraging more part-time working and more training.

He said Spain was placed to reduce unemployment, currently 15.6 per cent, to the level of European Union partners. "We now have the chance of cutting off the main problem we have been dragging with us for the past 20 years."

Mr Aznar vigorously defended his government's recently announced income tax reform, due to take effect from next year and a main plank of its strategy in the next elections. He said high



Parliamentary colleagues applaud Aznar as he sits down after his speech yesterday

Reuters

earners would pay a proportionally greater part of the burden, while 9m Spaniards earning less than Ptas2m (\$13,300) a year would see

tax bills cut by 30 per cent. The drop in tax revenues would not affect Spain's ability to meet the deficit targets laid down in its stability

plan for the single currency, he said. Mr Borrell said the government had no sense of direction over the euro.

Romania to press on with tough budget

By Stefan Wagstyl in Kiev

The Romanian government plans to press ahead today with a tough budget designed to cut government borrowing and reduce inflation, despite political pressure for spending increases.

Daniel Daianu, finance minister, promised yesterday that ministers would fight hard to get their proposals through parliament when debate starts today on the much-delayed 1998 budget.

"I think we have enough political support now to execute the budget and keep the economy under control," Mr Daianu told the Financial Times yesterday during the annual meeting in Kiev of the European Bank for Reconstruction and Development.

The budget has been postponed by a protracted political crisis in the multi-party coalition which has held a fragile grip on power since the 1996 general election.

The coalition, led by the Democratic Convention, has tried to pursue macro-economic stabilisation and market-oriented reform more coherently than the post-Communist governments which ruled Romania between 1990 and 1996.

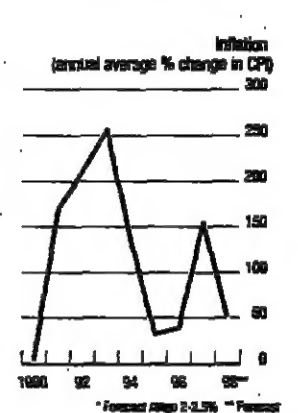
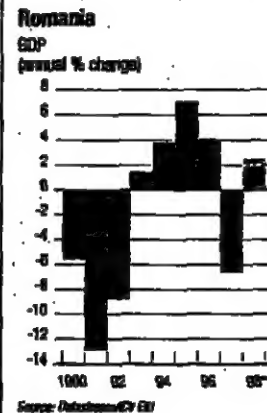
After an impressive start, hickering among the coalition partners delayed reforms and flared into a political crisis which ended with the resignation of Victor Ciorbea as prime minister.

ter last month and his replacement by Radu Vasile.

Last year, the squeeze on government spending contributed to a 6.6 per cent decline in economic output, and increases in artificially low, government-controlled prices for energy helped rise the inflation rate threefold to 151 per cent by December.

Mr Daianu is forecasting a drop in annual inflation to 45 per cent by the end of this year, falling to 20-25 per cent by the end of 1999. The economy is expected to stop shrinking this year and expand by 2.5 per cent next year. However, Mr Daianu said the achievement of these targets depended partly on implementing an ambitious sell-off programme designed to raise over \$2bn, including sale of a 30 per cent stake in Romtelecom, the telecoms utility, and controlling stakes in two banks - Banc Post and the Romanian Development Bank.

Foreign investors were initially impressed by the coalition government and last year injected \$1.6bn in foreign direct investment, taking the total to \$3.8bn. But most came in the first few months and current levels are low. Christoph Rühl, EBRD economist responsible for Romania, said the country had great potential for investors "but everything depends on them getting their political act together".



Italy's second city is aiming to build on its assets

Milan is hoping to raise up to \$3bn for development projects with a massive sale of municipal enterprises. Paul Betts talks to the city's mayor about his ambitious privatisation plans

Professor Giacomo Vacca, one of the Italian prime minister's economic consultants and until a few days ago mayor of the northern city of Piacenza, recently touched off a storm by suggesting that the Rome city government privatise the Colosseum.

"I was joking," he said. "But some people took me seriously. I was visited by a group of Japanese journalists who asked me the price of the monument. I told them it was far too high."

In contrast, Milan, Italy's northern business capital, has already started privatising La Scala, the temple of opera and its most famous landmark.

"La Scala has been turned into a foundation to attract private capital," said Gabriele Albertini, the mayor of Milan, who is about to launch the most ambitious privatisation programme of

any Italian city, designed to raise between L4,500bn and L5,500bn (\$3.6bn and \$4.5bn).

Mr Albertini is flying to London today for talks with bankers. The next day in Birmingham, he will attend a meeting with mayors of some of the world's most important "second cities" such as Chicago, Frankfurt, Barcelona, Lyons and Yokohama, held on the fringes of Thursday's G8 summit.

All these cities, he says, are attempting to co-ordinate policies to tackle the problems of development of large urban centres and increase their clout in their difficult relations with national governments.

Milan is Italy's biggest taxpayer. It contributes 11 per cent of the country's total annual tax receipts and accounts for 10 per cent of Italian national income.

"We only get back from Rome about 3 per cent of the

taxes we pay, and there is little we can do about the level of national taxes and labour costs to make our city more appealing. But we own substantial assets and we can act on these to develop better services and

For sale are the city's electricity and gas company; its stake in the airports; the dairy; 84 pharmacists' shops; the fruit, fish and meat markets...

infrastructures for our city," Mr Albertini said, explaining the reasons for his privatisation programme.

The town hall directly employs 20,000 people. Municipal companies selected for privatisation employ another 20,000 people.

They include the city's electricity and gas company

AEM; its 85 per cent stake in SEA, the operator of Milan's Linate and Malpensa airports; the Milan dairy; 84 pharmacists' shops; the company that owns the city's fruit, fish and meat markets; the city's waste management and street cleaning company; the underground railway, bus and tram operator; and a separate underground transport engineering company.

Not content with simply privatising AEM, Mr Albertini wants to transform it into one of Italy's largest energy utilities, to compete against the state Enel electricity group and the Snam gas monopoly.

The other large asset controlled by the town hall is the airport company SEA, which is in the midst of a national controversy over the opening in October of its new L2,000bn international terminal at Malpensa.

The terminal will transform Malpensa into Italy's new northern hub and it has come under fire from Rome, which fears the new airport

will steal traffic from its Fiumicino airport.

Mr Albertini has not fixed any timetable for the SEA sale. He first wants to see the new hub established, since the price will hinge on the success or failure of the controversial project.

Milan is also wrestling with problems such as the opposition of some local mayors in the greater Milan area to the construction of an express rail link from the new airport.

This has led Mr Albertini to propose a new system of local government for the Milan area. "The idea is to have a governor to chair a wider council in which all the local mayors of smaller boroughs would be represented."

"The governor would be the mayor of Milan, since he is elected by 1.3m people, and the voice of the other representatives would be proportionate to their electorates. This would avoid the mayor of a small community having a veto and blocking a project of much wider importance," he said.

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WORLD TRADE

UAE chooses F-16s for big fighter order

By Stephen Fidler
in Washington

Lockheed Martin said yesterday the United Arab Emirates had ordered 80 advanced US-made F-16 fighter jets in a deal worth an estimated \$7bn. Lockheed said it would begin deliveries in 2002 and that the package included new cockpit displays, an internal sensor and agile beam radar.

The announcement of the order, expected to be formally signed later in the year, will finally put paid to the ambitions of two European aircraft makers for the contract: Dassault, which makes the Rafale, and the multinational Eurofighter.

The UAE has been seeking up to 100 aircraft to replace its fleet of ageing Mirage jets.

The UAE crown prince, Sheikh Khalifa bin Zayed al-Nahayan, informed President Bill Clinton and the US vice-president, Al Gore, that the emirate would make the purchase during talks at the White House.

The UAE has not previously ordered F-16s, known as Flying Falcons, and has been seeking versions with extra fuel tanks for longer sorties.

The chief of staff of the UAE armed forces, Sheikh Mohammed bin Zaid al-Khalifa said the UAE's remaining procurement plans included the possible purchase of British Aerospace Hawk training aircraft, and a pending tender for ocean-going patrol boats in a programme known as Liwa. The UAE could make a decision on the Liwa programme next year.

Last December, the UAE ordered 30 Mirage 2000-9s from Dassault Aviation of France in a deal said to be worth \$2.6bn.

The announcement comes ahead of a trip to Texas on Friday by Mr Gore, where he will tour the Lockheed Martin plant in Fort Worth where the F-16 is assembled.

According to the company, Mr Gore would make an announcement that would bring thousands of jobs to Texas. Lockheed Martin has recently announced its intention to lay off up to 2,000 of its 11,000 workers there.

The UAE's purchase is a boost for Lockheed Martin because the US Air Force has largely completed its purchases of the aircraft which will be replaced by the Joint Strike Fighter. The UAE order would allow Lockheed to sustain its production line towards 2005, after the last delivery currently planned to the US Air Force is made in 2001. Lockheed Martin is competing against Boeing to manufacture the Joint Strike Fighter.

The UAE's purchase of the

Announcement has put paid to European ambitions

F-16 would also benefit Northrop Grumman which will make the radar for the aircraft.

British Aerospace is to supply 18 Hawk trainer aircraft to Nato's new flying school in Canada under a \$500m (US\$300m) contract, adds Alexander Nicoll, Defence Correspondent.

Bombardier of Canada, the prime contractor for the Nato programme, has an option on a further eight Hawk jets which would increase the value of the order to \$450m, BAE said.

The contract includes supply of spares and maintenance. Nato air force pilots will provide training at the school, with a team from Bombardier, BAE, Raytheon, CAE Aviation and Frontec responsible for the aircraft simulators and airfield services.

Rival regulators in EU and US air their differences

Officials clash over approach to setting rules for transatlantic airline alliances

By Michael Stapleton,
Aerospace Correspondent

In their recent exchange of letters, Charles Hunnicutt and Karel Van Miert concluded by hoping they could work together in harmony. But the correspondence between the US assistant secretary for aviation and the European Union's competition commissioner was otherwise short on sweet-talk.

There are differences between us, Mr Hunnicutt wrote. "I want to be sure you have a clear understanding of their nature." Mr Van Miert replied: "It appears that you have not been given full information." Much of what Mr Hunnicutt alleged was "absolutely false".

Yet the two officials are wrestling with the same problem: the most far-reaching changes in the airline industry in 20 years. And their proposed remedies for protecting air travellers are

not as far apart as their language implies.

The cause of their exchange is the rush by airlines to conclude alliances. Transatlantic partnerships already exist between KLM of the Netherlands and Northwest Airlines of the US, and between Lufthansa of Germany and United Airlines of the US. Others, such as that proposed between British Airways and American Airlines, are awaiting regulatory approval.

This year, the international tie-ups have been followed by a wave of new domestic US alliances, involving all six of the country's biggest carriers. Northwest has taken a 14 per cent stake in Continental Airlines. American and US Airways have announced a marketing link-up and Delta Air Lines and United last month announced an alliance.

Whether domestic or international, the alliances all have the same object: allowing airlines to increase the number of destinations they can offer, without having to invest in expensive new aircraft and airport facilities.

By linking with other carriers, the airlines can code share. This means they can sell seats on their partners' flights as if they were their own.

Delta said its deal with United did not require US government approval. The government has other ideas. Mr Hunnicutt said the departments of transportation and justice would scrutinise the domestic alliances. "The proposed alliances raise concerns about the continued ability of new entrants to enter underserved and overpriced markets," Mr Hunnicutt said.

Primary jurisdiction over the domestic alliances lies with the justice department. If it finds that they reduce competition, it will file suit in the federal courts.

It could also require the alliances to spin off some of their operations or limit their co-operation on certain routes. Mr Hunnicutt's department has principal responsibility for international alliances. It has already approved the KLM-Northwest and United-Lufthansa alliances and a tie-up between Delta, Swissair, Austrian Airlines and Sabena of Belgium. On routes where the alliance partners are particularly dominant, the US has insisted on "carve-outs". This means the partners have to continue to offer competing services and fares on these routes, instead of co-operating on schedules and pricing.

Mr Van Miert, who is scrutinising all the transatlantic alliances, is instead considering restrictions on the number of flights the alliance partners are allowed to offer on routes where they are dominant. This provoked Mr Hunnicutt's letter, which said: "Imposing reductions and freezes on network carriers' capacity will exert upward pressure on fares."

It was this assertion which

prompted Mr Van Miert's

fire about Mr Hunnicutt's understanding of Brussels' proposals. Alliances would only have to give up flights if other airlines were ready to offer competing services, he said. They would also only have the opportunity to take over the alliance partners' flights for one season. At the end of that season, any airline, including the alliance partners, could offer as many seats as they liked.

Mr Van Miert said he was unimpressed by the idea of "carve-outs". "It is hardly conceivable that alliance partners would vigorously compete on such markets, while they are authorised to merge

de facto all their activities on the rest of their vast networks. Monitoring such a remedy would in itself seem extremely problematic. This implies that it can not be considered a serious remedy for a competition authority."

But in spite of the harsh language, Brussels and Washington are arguing about means, not ends. Both propose regulation of routes on which alliance partners dominate. Mr Van Miert's approach might appear more complex, but no more so than separate regulations Washington is considering for ensuring that low cost US carriers can compete against large airlines.

EU and ACP move closer

By Canute James in Kingston

The European Union and 71 countries which it has a trade and aid treaty have agreed to narrow their differences over a range of political issues.

The issues have been suggested by the EU for consideration in negotiating a pact to succeed the current agreement, which expires in 2000. The talks, which begin in September, are expected to be contentious.

Ministers from the EU and the African, Caribbean and Pacific (ACP) group have agreed to work to overcome their differences and to preserve their "historical partnership" in trade.

For African countries had earlier argued that the politi-

cal issues which the EU wants in a successor pact to the Lomé Convention suggested "foreign dictation" of their domestic affairs. Europe had suggested that ACP states adopt political regimes which "will bind themselves contractually to the observance of certain standards of social and political conduct," according to ACP officials.

EU and ACP ministers agreed at a weekend conference that Brussels' proposals were "guidelines" on which they could be "flexible".

The meeting also resulted in some agreement among the ACP states about how to approach the negotiations in September, said Jean Ping, Gabon's tourism and planning minister.

Environmentalists accuse Paris and Bonn over lending standards

By Nancy Dunne in Washington

German and French resistance has blunted a drive by more than 140 environmental and civic groups to press export credit agencies to set environmental standards for their lending and guarantees.

The non-governmental groups have been pushing for a strong statement of support in the Group of Eight communiqué at this weekend's summit in Birmingham, England. However, objections by German and French representatives resulted in a weak endorsement in the draft already negotiated. It simply calls on representatives of industrialised countries to do "further work" on the issue and

report to the Organisation for Economic Co-operation and Development next year. US officials in the Commerce, Treasury and State departments yesterday were debating how to raise the issue during the summit. At least one official wanted it "raised at the highest levels".

Bruce Rich of the Environmental Defence Fund, one of the organisers of the effort, said the resistance showed the "hypocrisy" of the French and Germans, who present themselves as "green" at international environmental gatherings.

Environmental groups began to focus on export credit agencies after the World Bank and the US export credit agency refused

to provide financing for the controversial Three Gorges Dam project in China on grounds of environmental damage and resettlement difficulties. Other agencies, however, backed the project.

The lack of environmental standards and transparency of export credit lending has resulted in "a double standard whereby these agencies are supporting projects and investments that would be unacceptable to publicly financed multilateral development banks and bilateral aid agencies," Mr Rich said.

Besides Three Gorges, export credit agencies have provided financing for environmentally destructive mines which threaten protected areas; big coal-fired power plants and investments in

"unsustainable exploitation of the earth's remaining intact tropical and temperate forests," he added.

In 1996, export credit agencies supported foreign loans totalling \$432.2bn, more than 10 per cent of global exports, according to the International Union of Credit and Investment Insurers. Most of it was for short and medium-term transactions. However, more than \$70bn went for long-term loans and guarantees for investments and projects in developing countries.

The International Monetary Fund estimates that 20 per cent of developing countries' long-term debt is owed to export credit agencies, more than is owed to the World Bank and IMF.

Brundtland champions fight against malaria

By Frances Williams in Geneva

The Group of Eight industrialised countries' summit in Birmingham this weekend is set to back a World Health Organisation (WHO) initiative to "roll back" malaria.

Gro Harlem Brundtland, who will be formally elected as director-general today by the WHO's 191 members at the annual assembly in Geneva, said the fight

against malaria will be a priority for the WHO under her leadership, alongside tobacco. The former Norwegian premier and physician takes over from Hiroshi Nakajima of Japan in July.

Tessa Jowell, UK health minister, told the conference yesterday that the G8 leaders were expected to give "broad support" to a WHO-led anti-malaria initiative which aimed not only at tackling the disease directly

but to build up countries' basic health systems to combat this and other diseases.

Dr Brundtland said this week she wanted to focus on malaria because "it's one of the big diseases - with 50m cases a year - and it is not being tackled today". In contrast with HIV/AIDS, there was no well-resourced international commitment to rolling back the disease.

For African countries in particular, the economic as

well as the health impact of malaria was devastating, reducing productivity, costing many working days lost through sickness and deterring foreign investment "because people don't feel safe about coming down with malaria".

Dr Brundtland also planned to step up the WHO's fight against tobacco, especially in Asia where per capita cigarette consumption is still increasing. She said

the WHO would press developing countries to introduce tougher laws similar to those in the west to prevent children and young people being encouraged to smoke.

Dr Brundtland was given strong support yesterday by Donna Shalala, US health secretary, who said the US would "work with the WHO to help stop the global pandemic of tobacco-related disease and death".

Dr Brundtland repeated

this week her commitment to moving health up the international political agenda, by emphasising the link between health and economic development.

She is also expected to make sweeping management reforms. Under Dr Nakajima, the WHO has been criticised for lack of focus, poor communications, mismanagement and cronyism that has lowered staff morale and sapped the WHO's authority.

Kiss that tells so much about Morocco's new prime minister

Roula Khalaf meets a lifelong fighter for democracy and justice offered a share of power and the chance to fulfil his dreams

When Abderrahman Youssef, Morocco's new prime minister, kissed King Hassan's shoulder rather than his hand in the first televised encounter between the two men after his nomination, Moroccans found the moment full of symbolism.

It told them that the 73-year-old leader of a party that had been in opposition since Morocco's independence had entered into a partnership with the palace in which Mr Youssef would respect the monarchy but work to his own agenda.

Mr Youssef formed a coalition government in March led by his Union Socialiste des Forces Populaires. His party had emerged as the largest in last November's legislative elections, but with only 57 seats in the 325-member lower house, and it had denounced irregularities in the poll.

Aides of the king, including Driss Basri, the powerful interior minister, kept their posts in the new government. With the king retaining many powers under Morocco's new constitution, it was easy to dismiss both the elections and Mr Youssef's nomination - the change of direction known as *alternance* - as a gimmick.

Slowly, however, many

Moroccans are realising that the *alternance* can be far more than a cosmetic. Mr Youssef's reputed sincerity and determination have generated a long-lost sense of optimism in a country plagued by acute social problems and political apathy. The fact that he is personally seen as being divorced from the old monarchical regime has raised hopes that the system might begin to be shaken up.

The new prime minister knows how daunting are the tasks that face his government and the dangers of failure. He has taken over at a time when the question of the Western Sahara - the disputed territory which Morocco claims as sovereign and where the Polisario Front is seeking independence - is again preparing to be dealt with in a referendum.

But it is Morocco's social problems that will consume most of his attention.

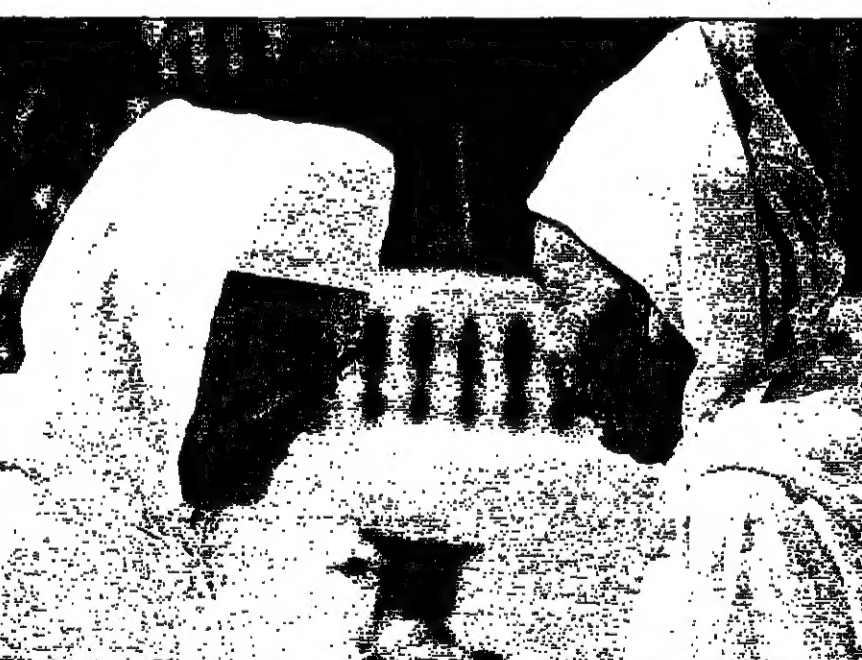
"We want to institute fundamental reforms because it is unforgivable that at the end of the 20th century and after 40 years of independence, we should continue to have more than a 50 per cent rate of illiteracy, that our education system should be in crisis, that rural areas should be in a state of unimaginable neglect, some without water or electricity," he says.

A lawyer from Tangiers and human rights activist, Mr Youssef spent most of his life struggling for democracy and social justice. He survived imprisonment, kidnapping, and trials in which a prosecutor once asked for the death penalty. For more than 15 years he was exiled in France.

His lifelong struggle goes on: "There's an office boy and a Mercedes downstairs, but I am not conscious of having changed, not in my head, not in my spirit," he says. "But now I have the chance to oppose under-development with the capacity to make a difference."

His government, however, has little financial leeway to meet rising expectations and fulfil election promises. The budget deficit is forecast to reach 4 per cent this year, and about three-quarters of the budget is taken up by debt service and public salaries.

Mr Youssef said he would look for money everywhere, but that he would find it mostly through savings in the way the country is managed. "We propose to run the country more rationally, institute morality in public life and create confidence and stability by providing an institutional and psychological system in which investors can have confidence." This means



Symbolic moment: Abderrahman Youssef, left, is received by King Hassan. His coalition government is the first since independence not dominated by the monarchy

reforming the administration and the justice system, which have long been denounced as big obstacles to investment.

Entrepreneurs and business leaders have greeted his government with enthusiasm. Already the justice minister is cleaning up the system, taking measures against 50 magistrates, a move which would have been unheard of a few years ago.

But no one in Morocco is under the illusion that Mr Youssef can reform an inefficient, bloated and corrupt administration without fighting, and perhaps losing, many battles. The challenge for Mr Youssef is that he will come up against the entrenched powers of Mr

Basri - effectively prime minister for the past 20 years - and powerful business interests.

Mr Youssef insists that the potential for gridlock in the government will be mitigated by the fact that the king - who will now play his favourite role of arbiter - has urged every government member to work with the prime minister.

If he is confident of the king's backing, it is because like the king, he knows the perils of allowing Morocco's social problems to persist. A rare country in the Arab world to have a developed secular opposition, Morocco's experience with *alternance* aims to thwart the rise of a mass Islamist movement.

The most moderate of Morocco's Islamists are now in parliament, but the much larger and more radical movement, Al Adl wal Ihsan, operates in the shadows and its leader, Sheikh Abdelalam Yassine, is under house arrest. Mr Youssef, however, has promised to close all outstanding human rights files and this is expected to include the freeing of Sheikh Yassine.

If Mr Youssef should be seen to fail, the Islamists would be able to capitalise on the discontent. With the country entering a period of change and King Hassan due to be succeeded by his son, the Islamists are watching for every sign of weakness from the monarchy and the political class.

G15 SUMMIT

Leaders fail to co-ordinate trade efforts

Economic weakness and the group's diversity are seen as reasons for slow progress towards combined strategies

By Mark Hubbard in Cairo

Members of G15 group of developing countries are struggling at their summit in Cairo to find a common voice with which to fight for their interests.

While leaders at the group's eighth summit called on each other this week to co-ordinate efforts to increase their share of world trade, little was agreed that would channel those efforts into action.

Officially, the aims of the G15 members - in fact they total 16 - are to increase trade among themselves from the current 3 per cent of their total \$800bn global share, and to function credibly as the global voice of leading developing economies.

While the first of these aims is far from becoming a strategy, the second has been widely vaunted. But the three-day Cairo summit failed to bring tangible moves in this direction, largely by design.

Coupled with the relative weakness of the G15 states beside the economies of the G8, some regard the group's diversity as the reason behind the slow progress towards combined strategies, when countries as diverse as Senegal and Malaysia are seeking common ground.

"In a forum such as this you don't talk about tangible things," said Amr Moussa, Egypt's foreign minister. "You talk about co-operation and more understanding and awareness."

Instead of drawing up a common strategy, each member used the forum to project its own case. The strongest messages were aimed at G8 countries and the International Monetary Fund, which were absent

from the meeting, rather than formalising a strategy for north-south dialogue.

Indonesia's plight was placed at the top of the summit agenda by President Suharto, who will spend almost a week in Egypt despite unrest at home.

In a rare speech, he told the summit that Indonesia's crisis "has persisted with no indication that it would soon abate. It has also taken a heavy toll on the social and political situation in the region, as it has brought about massive unemployment which could trigger social problems, including the further spread of poverty, a rise in the incidence of crime and threats to political stability," he said.

A draft communiqué, to be finalised today, states that "the global implications of the financial crisis in east and south-east Asia depend not only on how the crisis is managed in the countries concerned, but also on the policy response of the relevant international financial institutions. Financial assistance should not be accompanied by unnecessary additional conditionality."

The need rather than the method of internal G15 and north-south co-operation emerged from a three-hour closed-door debate on the Asian crisis, which "has reminded us of the deep interdependence of the world economy. Marginalisation is no longer an option," said Hosni Mubarak, the Egyptian president.

He called for the G15 countries to share information on financial policies, capital inflows and exchange and interest rate policies. But it appeared the final communiqué would not include any commitment along these lines.



Van Miert Hunnicutt 'failed to understand' Brussels' proposals



Hunnicutt: Van Miert's ideas 'will put up ticket prices'

Are you sure you

Are you sure you know the world's top fifty banks*?

1.
HSBC Holdings.
London, United Kingdom.

2.
Bank of Tokyo - Mitsubishi.
Tokyo, Japan.

3.
Crédit Agricole.
Paris, France.

4.
Chase Manhattan Corp.
New York, USA.

5.
Citicorp.
New York, USA.

6.
Deutsche Bank.
Frankfurt, Germany.

7.
BankAmerica Corp.
San Francisco, USA.

8.
ABN AMRO Bank.
Amsterdam, Netherlands.

9.
Sumitomo Bank.
Osaka, Japan.

10.
Union Bank of Switzerland.
Zürich, Switzerland.

11.
Fuji Bank.
Tokyo, Japan.

12.
Dai-ichi Kangyo Bank.
Tokyo, Japan.

13.
Sanwa Bank.
Osaka, Japan.

14.
Sakura Bank.
Tokyo, Japan.

15.
Bank of China.
Beijing, China.

16.
NationsBank.
Charlotte, USA.

17.
Barclays Bank.
London, United Kingdom.

18.
Industrial Bank of Japan.
Tokyo, Japan.

19.
Groupe Caisse d'Epargne.
Paris, France.

20.
National Westminster Bank.
London, United Kingdom.

21.
Banque Nationale de Paris.
Paris, France.

22.
Crédit Suisse Group.
Zürich, Switzerland.

23.
JP Morgan & Co.
New York, USA.

24.
Rabobank Nederland.
Utrecht, Netherlands.

25.
Industrial & Commercial Bank of China.
Beijing, China.

26.
Compagnie Financière de Paribas.
Paris, France.

27.
Société Générale.
Paris, France.

28.
Swiss Bank Corp.
Basle, Switzerland.

29.
Dresdner Bank.
Frankfurt, Germany.

30.
First Chicago NBD Corporation.
Chicago, USA.

31.
Lloyds TSB Group.
London, United Kingdom.

32.
Long-Term Credit Bank Of Japan.
Tokyo, Japan.

33.
Tokai Bank.
Nagoya, Japan.

34.
Westdeutsche Landesbank
Girozentrale.
Düsseldorf, Germany.

35.
Commerzbank.
Frankfurt, Germany.

36.
Banc One Corp.
Columbus, USA.

37.
Crédit Mutuel.
Paris, France.

38.
National Australia Bank.
Melbourne, Australia.

39.
Asahi Bank.
Tokyo, Japan.

40.
First Union Corp.
Charlotte, USA.

41.
Crédit Lyonnais.
Paris, France.

42.
ING Bank.
Amsterdam, Netherlands.

43.
Abbey National.
London, United Kingdom.

44.
Bayerische Vereinsbank.
Munich, Germany.

45.
Banco Santander.
Santander, Spain.

46.
Royal Bank of Canada.
Montreal, Quebec, Canada.

47.
Cariplo.
Milan, Italy.

48.
Dexia.
European Union.

49.
Wells Fargo & Co.
San Francisco, USA.

50.
Canadian Imperial Bank Of Commerce.
Toronto, Ontario, Canada.



Dexia, the European banking group created by the merger of Crédit local de France and Crédit Communal de Belgique, reported total assets of 185 billion euros

at the end of 1997. Dexia is the European leader in the financing of public service facilities and is also active in commercial banking and asset management.



<http://www.Dexia.com>

THE AMERICAS

HOUSEHOLD SURVEY ECONOMISTS PUZZLED OVER LONG-TERM FALL IN REAL INCOME DESPITE ECONOMIC GROWTH

Canadians' wages fall in 15 years

By Edward Alden in Toronto

Canadians are making less money than they did 15 years ago and average real incomes fell 6 per cent between 1980 and 1995, according to a federal study published yesterday.

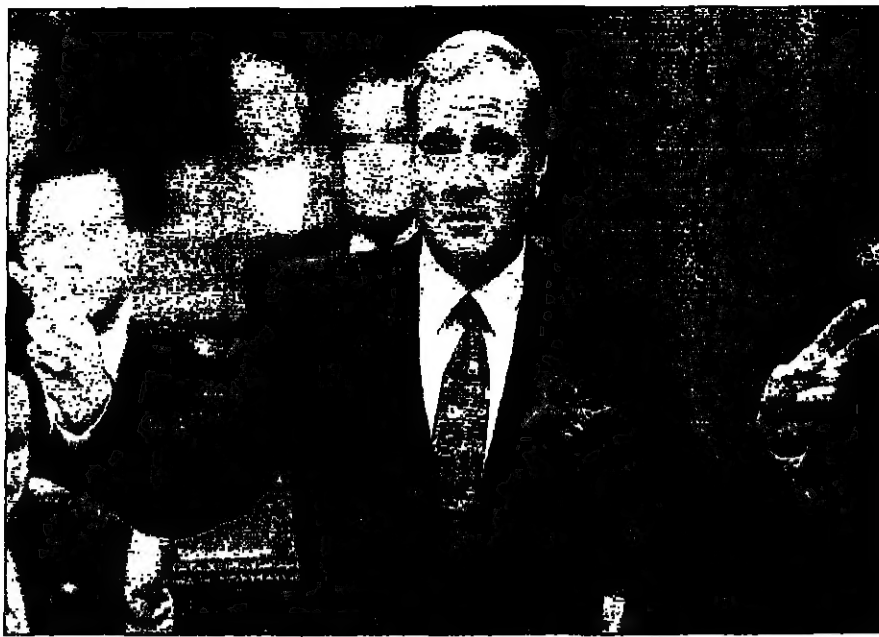
The comprehensive survey of Canadian households, conducted every five years, showed that economic growth over the last two decades has not lifted the incomes of ordinary Canadians. About 21m earners brought home an average income of \$25,196 (US\$17,870) before taxes in 1995, compared with \$23,784 in 1980. In inflation-adjusted 1995 dollars.

While declining income in the early 1990s was expected after the recession in central Canada, the longer-term stagnation of wages continues to puzzle economists.

The main reason appears to be that Canada's economic growth over that 15-year period lagged behind its main competitors, while productivity fell well behind that in the US. Paul Martin, finance minister, said in a recent interview that Canada had closed the gap with the US in the last several years. But a strengthening economy has yet to fatten most Canadians' wallets.

Earnings have plunged over the last three decades and only a substantial increase in government income support prevented a larger drop in income. In 1995, wages were just 75 per cent of total individual incomes, down from 78 per cent in 1980 and 86 per cent in 1970. Government transfers doubled in this period.

The losses fell entirely on men, whose incomes dropped 7.6 per cent between 1980 and 1995. Women's income, in contrast, grew 15 per cent over the same period - but men still earned



Paul Martin: Canada is closing gap with US

an average of \$31,117 in 1995 compared with \$29,208 for women.

Charles Beach, a Queens University economist, said the figures for men reflected the disappearance of well paid primary resource and blue-collar manufacturing jobs under the pressures of technological change and growing international competition from lower wage countries.

Women, in contrast, had been entering the workforce faster than in any other

industrialised country, but generally in lower-paid service jobs. That had helped keep the average wage figures down, said Mr Beach.

The study provides a detailed snapshot of who earns what in the country. Young people between 15 and 24, for instance, saw their incomes fall almost 20 per cent between 1990 and 1995. Since 1980, the average real wage for young people dropped from \$313,191 to \$283,195.

Immigrants who arrived in

Canada since 1990 made one third less than non-immigrants. But the average earnings of pre-1975 immigrants are 30 per cent higher than non-immigrant Canadians, indicating that while language remains a barrier for newcomers to Canada, they will prosper in the long run.

The highest-paying occupations in 1995 were judges, physicians and surgeons and dentists. The lowest-paying jobs were petrol station attendants, farmworkers and bartenders.

Missile system fails fifth trial

The Pentagon's costly missile defence system yesterday failed a fifth flight test, because of a faulty booster rocket, AP reports from Washington. The Theatre High-Altitude Area Defence (THAAD) system, built by Lockheed Martin, failed to intercept a target for the fifth consecutive time in a flight test at White Sands Missile Range.

The THAAD system is designed to provide US forces in the field with protection from attack by Scud and other short- and medium-range missiles.

THAAD is designed to provide broader defensive coverage than the Patriot missile system used in the 1991 Gulf war.

The failure could have implications for the debate over the development of a national missile defence shield, which Senate Republicans are pressing for. The legislation, which already has 50 sponsors in the chamber, is opposed by the administration and its Senate allies, who are threatening to block the bill through delaying tactics.

The bill has wide Republican support. It would direct the Pentagon to deploy such a system as soon as technology permitted.

The administration's present programme requires identifying an emerging ballistic missile threat first; then, if necessary, three years would be provided to put the programme into effect.

Critics argued that the legislation would commit the US to deploy a technology that has not even been developed yet.

The Pentagon this month awarded Boeing a \$1.6bn contract to develop a defence against ballistic missiles. Boeing will design, develop, test and integrate a variety of components for a limited national missile defence system, but no decision has been made on putting such a system in place.

NEWS DIGEST

BUSINESSMAN'S RECORD DONATION

Pennsylvania business school given \$40m

The Wharton School, the University of Pennsylvania's business school, yesterday said it had received a donation of \$40m from a Utah businessman, the largest single donation ever made to a business school by an individual.

The gift, from Jon Huntsman, the founder and chief executive of the Huntsman Corporation and a 1956 graduate of the school, highlights the increasing emphasis which business schools are placing on raising money, usually from individuals. Mr Huntsman's gift is also unusual in that he has not insisted on attaching his own name to the school. It beats the record set last year by Gordon Marshall, the Californian businessman who donated \$35m to the Gordon S. Marshall School of Business at the University of Southern California.

Competition among the largest international schools to recruit teaching staff with high salaries has forced them to look for extra sources of finance, often from their graduates. Endorsements from successful business executives can also be a useful marketing tool.

Earlier this year the University of South Carolina's Darla Moore School of Business received \$26m from Darla Moore, the chief executive of the Rainwater Investment Company. John Authers, New York

2000 PRESIDENTIAL ELECTION

Bush ahead of Gore in poll

George Bush, the Republican governor of Texas, had a narrow edge over Vice President Al Gore in a USA Today/CNN Gallup Poll on the 2000 presidential election. The paper reported that 50 per cent of those surveyed in a weekend telephone poll favoured Mr Bush, son of the former president, compared with 46 per cent for Mr Gore. However, Mr Gore led 62-32 in an imaginary race against the House Speaker, Newt Gingrich. Republicans and Democrats were also asked who they favoured for the nomination of their respective party. Mr Gore was picked by 51 per cent of Democrats, followed by 12 per cent for Jesse Jackson, the civil rights activist, 8 per cent for former Senator Bill Bradley and 7 per cent for the House minority leader, Dick Gephardt.

Mr Bush led among Republicans with 30 per cent, followed by Elizabeth Dole with 14 per cent, Jack Kemp and former Vice President Dan Quayle with 9 per cent each, Steve Forbes with 7 per cent and Mr Gingrich with 6 per cent. No other Republican got above 4 per cent. AP, Arlington

PEPSI ANTI-TRUST CLAIM

Coca-Cola actions 'legal'

Coca-Cola is rejecting claims by PepsiCo, the US maker of Pepsi-Cola, that it is illegally using its market clout to keep Pepsi out of US restaurants and fast food chains.

Last week PepsiCo filed an anti-trust law suit, its first against Coca-Cola, claiming its bigger US rival has been telling independent restaurant suppliers that it will stop letting them have any Coke if they start supplying restaurants with Pepsi too.

However, Coca-Cola said this week there was nothing illegal about the company's practices. If distributors who supply Coke also want to supply Pepsi, "we believe we have the freedom of choice to take our business elsewhere," Coke said. William Lewis, New York

Guatemala files lawsuit on tobacco

By Mark Suzman in Washington

Guatemala yesterday became the first foreign state to file a lawsuit against the US tobacco industry in a US federal court, in an attempt to recover the costs of treating tobacco-related illnesses.

The move will add to the mounting legal difficulties faced by US tobacco companies, already fighting a wide range of similar lawsuits from individual US states as well as possible legislation that would require them to reimburse the government for such costs.

Prospects for the new case are uncertain, but if successful it would almost certainly

US tobacco bill could cost industry over \$850bn

The dispute over the impact of proposed tobacco legislation intensified yesterday as Wall Street analysts told Congress it would cost the industry over \$850bn, much more than the administration estimates, Mark Suzman writes.

The bill, expected to come to a full Senate vote this month,

aims to raise cigarette prices by \$1.10 a pack over five years, which the Treasury estimates would cost the industry \$521bn over 25 years.

However, in testimony to the Senate Judiciary committee yesterday, Gary Black of Sanford C. Bernstein, said the cost estimates contained in the

bill seriously understated the real costs to the industry. He said it would actually raise the price per pack by approximately \$2.78, bringing the total cost to an unsustainable \$852bn.

Martin Feldman, an analyst at Salomon Smith Barney, also testified that the \$1.10 estimate was implausible.

trigger a number of suits by other countries. Aciselo Valladares Molina, Guatemalan attorney-general, said the suit was justified because the Guatemalan tobacco industry was dominated by US-based companies, including Philip Morris with 70 per cent of the market and Brown & Williamson, a subsidiary of British American Tobacco, with 20 per cent. Other defendants in the lawsuit include the Tobacco Institute and the

Council for Tobacco Research, both industry research groups. Fleming, Hovenskamp & Grayson, a Houston firm, representing Guatemala, said these groups had claimed as recently as 1991 that tobacco

products had not been proven to cause substantial health damage.

Using language similar to that being employed in the existing US lawsuits, several of which have already been settled out of court, Guatemala's case alleges the US tobacco industry conspired to conceal scientific and medical information about the health risks of tobacco.

The suit says that Guatemala is seeking to recover the damages the country has had to pay for state-sponsored treatment of tobacco diseases, but does not cite a specific amount. Mr Molina previously said \$500m would be a likely approximate figure.

Benchmark Your Company's Performance and Plan for Future Success

The MECA Report on THE COMPETITIVE FITNESS OF GLOBAL FIRMS

Do you use analysis methods that rely solely on financial indicators that focus on past achievements? Unfortunately these indicators provide no information on the fundamental forces influencing these results. The MECA Report on The Competitive Fitness of Global Firms documents the application of a brand new corporate analysis tool, which provides a structured method of evaluating the business capabilities which influence the effectiveness of a firm in its market and hence its future performance.

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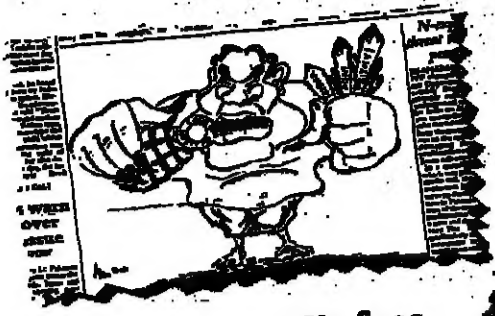
NUCLEAR TEST EUPHORIA AND PRIDE ACROSS COUNTRY BUT MARKETS NERVOUS OVER POSSIBLE LOAN OR TECHNOLOGY SANCTIONS

Jubilant India shrugs off world disapproval

By Amy Louise Kazmin in New Delhi and Krishna Guha in Pune

A few hours after India's triple nuclear test on Monday, government officials offered journalists *laddu*, the symbolic equivalent of champagne. A box of the traditional Indian sweets - usually distributed at birthdays and weddings - were passed around the room.

The same sense of jubilation carried over into newspaper headlines yesterday. In a front-page editorial, the Indian Express said successful tests mark "a time for popular euphoria and celebration". "India joins N-weapons big league," declared the Business Standard, a leading financial daily. "India explodes nuclear veil," pronounced The Telegraph. The Financial Express, a sister publication, called the triple tests a "daring international feat".



Slap in world's face

Pakistani The Muslim, May 12



Nation enters elite club

The Indian Express, May 12

"There is a tremendous feeling of pride," said Anand Mahindra, managing director of Mahindra and Mahindra, one of India's biggest companies.

With a simmering feeling that they have been pushed around too long, Indians are

hopeful that the tests will grant them the recognition they have long craved.

Even India's opposition politicians - ever ready to criticise political rivals - were mum. I.K. Gujral, former prime minister, whose conciliatory stance towards

Pakistan annoyed Indian hawks, publicly defended the test.

Most analysts said they believed there was a widespread political consensus within India about the test. The financial markets, however, were skittish. When

the Bombay Stock Exchange opened it promptly fell 2.6 per cent.

Some analysts fretted that world disapproval could put pressure on the rupee - so far unmoved - and that loans from the World Bank or International Monetary

Fund might be in jeopardy. "The Indian economy needs this like a hole in the head," said the head of research for a foreign brokerage.

Executives in the computer software industry, a business that relies heavily on exports and imports of high-tech equipment, also expressed concern that they could find the going tough if the US decides to impose a technology blockade.

But others said that even if the world community expresses outrage or imposes some sanctions, their anger, and the repercussions, will eventually pass as long as India holds to its position. "We have to stand by it now," said Rakesh Mahija, president of Tata Honeywell, an engineering company. "See China, see France - they do all sorts of things. There is uproar all around the world. But when it dies down, they get their way."

Sharif under pressure to respond in kind

By Farhan Bokhari in Islamabad and Alexander Nicoll in London

Nawaz Sharif, Pakistan's prime minister, was coming under domestic pressure yesterday to respond in kind to India's nuclear tests.

Action was demanded by critics who denounced Mr Sharif for his resumption of peace talks with India last year.

Pakistan's nuclear programme has been shrouded in mystery since it stepped up research after India's first nuclear explosion in 1974. Gerald Segal of the International Institute for Strategic Studies in London said the general assumption was that Pakistan possessed some form of nuclear arsenal, which could be delivered by aircraft.

"It's only a reasonable guess that Pakistan has a deployable nuclear capability, but nobody knows just how many."

Pakistan has been working

for many years on the Hat-1 and Hat-2 missiles. Little is known about their capabilities, and experts believe it is unlikely that it could have developed nuclear warheads.

Mr Segal said a "clever" approach by Pakistan would be to reserve the right to carry out a nuclear test but to show understanding of international concerns. "My fear is that it may carry out a test because the military logic will be that it could do so in retaliation (to India) at relatively little cost, and India will be blamed."

Mr Sharif made clear he was not ruling out a retaliatory test. "I wish to assure the nation that Pakistan has the capability to respond to any threat to its security," he said. "On this there can be no compromise and we alone will determine what is essential for our security."

Pressure on him to act was growing. "It is the policy of appeasement that has emboldened the Indians,"

said Murtaza Pooja, former chairman of Islamabad's Institute of Strategic Studies. "This is the price Pakistan now pays for thinking that friendship could break new ground."

Hameed Gul, a respected retired general, said: "If we don't respond to India now, we should prepare for war in a couple of years, because there will be a clash at some point."

Abdul Qader Khan, Pakistan's top nuclear scientist, said recently: "If Pakistan wanted to do something it could do it much more quickly than most people think. We don't make nuclear weapons but the capability is there." Yesterday, he was quoted in newspapers as saying: "We are like a cock waiting for the order."

Liberal opinion urged restraint, cautioning against the effect of western sanctions if Islamabad followed New Delhi in carrying out a test.

China condemns - but Russia urges restraint

By James Harding in Shanghai and Chrystia Freeland in Moscow

China yesterday issued a terse response to New Delhi's show of atomic strength, expressing "grave concern about India conducting nuclear tests".

In Moscow, however, while Russian President Boris Yeltsin criticised India's nuclear tests, he insisted that the world should confine its punitive reaction to diplomatic pressure.

China's carefully worded statement offered a cautious condemnation of the Indian government's decision to resume nuclear testing, but refrained from any comment that might further inflame tensions between the world's two most populous nations.

New Delhi's nuclear tests added to the strains on the already fragile relationship between Beijing and New Delhi, which soured sharply last week after India's

George Fernandes, defence minister, accused China of being the country's greatest security threat.

By contrast, India is a traditional Russian ally, with co-operation between the two countries including arms sales and the construction of civilian nuclear reactors in India.

"India has let us down with its explosions," Mr Yeltsin said, "but I think that by diplomatic means and with our visit to India [expected later this year] we should bring about a change in its position."

China's short and measured comment, on the other hand, noted the progress in world efforts in nuclear arms reduction. "Under such circumstances, India's conducting of nuclear tests runs against international trends and is detrimental to the peace and stability in South Asia," China's foreign ministry said.

One western diplomat yes-

terday said China's response was calculated to ease tension. "The Chinese want to make noises to the Indians, but they do not want to respond in belligerent terms. Getting relations on a stronger footing with the Indians has been a major plank of Beijing's foreign policy."

China and India went to war briefly over a border dispute in 1962, but in recent years both sides have sought to improve ties through confidence building measures that culminated in a visit to India by Jiang Zemin, the Chinese president, in 1996.

India's nuclear tests have also raised the question of whether Beijing will be tempted to resume nuclear testing in response. China conducted what it said would be its last nuclear test in July 1996 and, two months later, signed the Comprehensive Nuclear Test Ban Treaty, imposing a moratorium on future nuclear testing.

WASHINGTON RETALIATION THE BIGGEST IMPACT OF ANY SANCTIONS MOVE WOULD BE FELT VIA THE MULTILATERAL INSTITUTIONS

US action likely to be through World Bank

By Stephen Feller in Washington

The US declared yesterday its clear intention to implement a law sanctioning India for its conduct of three nuclear tests.

There is no multilateral mechanism under which sanctions can be imposed because the only international non-proliferation agreement it has signed relates to chemical weapons. It is not a signatory to the

Nuclear Non-Proliferation Treaty or the Comprehensive Test Ban Treaty.

However, the US has its own law - the Nuclear Proliferation Prevention Act of 1994, sponsored by Senator John Glenn - which mandates the president to impose sanctions on any country not declared a nuclear weapon state that explodes a nuclear device.

The sanctions would, among other things, end

almost all US foreign aid and credits, except for humanitarian purposes, stop defence sales and stop licences for munition sales. It would mandate the US to vote against any loan in the International Monetary Fund and World Bank or the Asian Development Bank, except those to be used to buy food, and would stop US commercial banks from lending to India.

However, the president may on national security

grounds delay the sanctions for 30 days, but there was no immediate word yesterday on whether this would be considered.

Toby Dalton, of the Carnegie Endowment Non-Proliferation Project in Washington, said that if India indicated its intention to sign the Comprehensive Test Ban Treaty, this waiver might be used.

The biggest impact would probably be felt through the multilateral financial

institutions given the modest level of direct US aid, which barely exceeds \$100m a year. The US has no majority in the institutions, but given new loans are usually only brought to a consensus to approve them, a US No vote in effect blocks a new loan, at least at the IMF and the World Bank.

However, loans already approved are likely to continue to be disbursed, so

any financial impact would be only gradual.

India has no programme with the IMF currently, but is one of the largest current borrowers from the World Bank. At the end of the Bank's last fiscal year, it was the largest borrower from the World Bank group, owing \$55bn. Of this, \$22.4bn was to its soft-loan affiliate, Loans from the Bank's main lending arm in the last fiscal year amounted to \$1.52bn.

Australians get budget 'with an eye on election'

By Gavin Robinson in Canberra

The Australian government has unveiled the country's first budget surplus for nearly a decade in wide-spread approval in spite of evidence of the negative impact of Asian economic turmoil on growth and employment.

More significantly, the budget for the year to June 1999 provided relief for John Howard, the prime minister, from public criticism of his government's role in Australia's waterfront dispute and fuelled speculation about an early election.

The dispute, which paralysed the country's docks in April, led to accusations against the government with dock operators to break the maritime union's monopoly on waterfront labour.

Mr Howard suggested before the budget was unveiled that he was contemplating an early election, possibly by late July. The government is not due to go to the polls until mid-1998. But after the Senate's rejection in March of government proposals to amend an Aboriginal land rights bill, Mr Howard has the authority to dissolve both houses of parliament and call an election at any time.

In a budget which was clearly designed to pave the way for sweeping tax reforms later in the year, Peter Costello, Australian

treasurer, announced an underlying surplus of A\$2.7bn (US\$1.7bn) for the year to June.

"We're back in the black, we're back on track," Mr Costello told parliament in Canberra on Tuesday evening. Mr Costello announced plans for new spending in the budget of about A\$1.4bn, mainly on health, after two years of large spending cuts since the government won power in early 1996. Economic growth, however, would slow to 3 per cent in the year, down from 3.25 per cent forecast earlier and from 3.75 per cent in the current year to June. Inflation was expected to rise to 2.75 per cent from 1.5 per cent and unemployment would remain at around 6 per cent. Mr Costello acknowledged.

The current account deficit, meanwhile, was forecast to rise to an average 5.35 per cent of gross domestic product, or about A\$31bn, from 4.5 per cent, or A\$26bn, in the current year. Mr Costello blamed the slowdown in Asian economies, which he said would cut into Australia's export returns.

John Edwards, senior economist at HSBC Markets, said: "Mr Costello's objective in this budget was not to produce a reliable guide to government accounts over a three-year time frame, but to position the government in the coming election campaign."

Markets discount Estrada lead

By Justin Marwood in Manila

Financial markets yesterday shrugged off early evidence of an overwhelming presidential election victory for Joseph Estrada, whose popularity is perceived in Philippine business circles as a potential threat to economic stability.

A nationwide exit poll from SWS, the country's most credible pollster, yesterday gave Mr Estrada a runaway lead on 38.7 per cent, with Jose de Venecia, the administration candidate, trailing in second place on 16.46 per cent.

In intra-day trading the peso strengthened from 39.56 pesos to the US dollar at close on Friday to 38.40

before closing at 39.13. The stock market ended up 4.56 points at 2,214.52 points.

Business had taken fright at the prospect of Mr Estrada's victory because he was seen as weak on economic issues.

Some were reassured yesterday when Mr Gabriel Sison, the highly regarded governor of the central bank, said he would remain in office, though he failed to indicate for how long. His term ends in July 1999.

Mr Sison, who had been criticised for laying too much emphasis on maintaining the stability of the peso, said he would not stand down until he had helped ensure stability for the new administration, which will

take office on June 30.

"I intend to continue for as long as I believe this is in the interests of continuity and hearing in mind what is best for the country," he said.

In recent days, Mr Estrada's camp had been eager to reassure investors there will be no policy reversals. The respected Domingo Sison is likely to be retained as foreign secretary. Edgardo Espiritu, an experienced head of a local bank, is also expected to be appointed finance secretary by Mr Estrada.

Mr Espiritu said yesterday he would make the lowering of interest rates a priority. The central bank's overnight lending rate is 18.5 per cent,

with banks' prime lending rates at 21 per cent.

Antonio Romulo, head of sales at brokers SocGen-Crosby, said the market had already discounted an Estrada presidency. "It's very good news that the elections have passed peacefully. Ramos has done the dirty work and the reform policies are already set. It's now a question of implementation."

Mr de Venecia said Filipinos should await official results rather than believe unofficial polls. However, analysts thought the margin was too large for Mr de Venecia to have a realistic chance of winning without widespread intervention in the counting process by the administration.

Japanese wholesale prices drop

By Paul Abrahamson and Gillian Tait in Tokyo

Japan's wholesale price index in April dropped 2.7 per cent year-on-year, underlining the dangers that the economy, already in recession, could be slipping into a deflationary cycle. Bonds surged on the data, pushing the yield on the 10-year benchmark government long bond as low as 1.285 per cent, before closing at a record low of 1.3 per cent.

Officials admitted the economy was in a serious state. "The overall tone is very severe," conceded Hikaru Matsuzaka, finance minister. Deflation is particularly alarming because consumers, knowing that prices will be lower in coming

months, delay purchases. This is highly damaging for companies, because they are left with large stocks whose value rapidly depreciates. They are then forced to cut production, affecting employment and private demand.

Given lacklustre consumer demand and weak private capital investment, investors will be analysing today's trade figures. Exports, which until now provided important support to the economy, are expected to have fallen last month as the full impact of the Asian crisis hits home.

Market sentiment was also weakened yesterday by new concern about the state of some of Japan's financial companies. The life insur-

ance sector in particular attracted scrutiny yesterday after some companies indicated they would soon cut the dividends they pay to customers because of financial pressures.

The move has been forced on them because the falling bond yields, low dividend yields and declining Japanese share prices have sharply reduced the revenues they receive from their investments, government officials said.

The news came as Eisuke Sakakibara, Japan's vice-minister of finance for international affairs, yesterday met the life insurance companies, but refused to discuss the contents of the discussion. However, the meeting fuelled speculation

that some of the companies, which are due to report their results next month, may be in financial difficulty.

Paul Heaton, analyst at Deutsche Morgan Grenfell, said: "I think the results will show some are in serious problems. The government may be trying to close some down or force some together."

The problems facing the banking sector were also highlighted after a Ministry of Finance official admitted that the adoption of US reporting standards would probably increase the total bad loans in Japan's banking sector by 30 per cent. Total problem loans are calculated at about ¥77,000bn (\$580bn), while clearly bad loans are ¥28,000bn.



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True, this year's contest, the 43rd, mounted by the British as a forfeit for winning last year, was probably the most technically accomplished ever. The vast National Exhibition Centre in Birmingham was tricked out in just the right sort of hideous kitsch for the occasion: activities began and - astonishingly - ended on time; presenters Terry Wogan and Ulrika Jonsson were professionally polished; and the little videos introducing each country's entry, leading via a cunningly contrived picture of the relevant flag into the following song, set a standard which will be hard to sustain in future years.

The notorious 60-minute climax, as points from the competing countries are aggregated, went smoothly, and The Lovely Ulrika did her stuff beautifully, repeating "Croatia quatre points" and translating this flawlessly into English, the sort

of linguistic accomplishment which leaves British viewers breathless with admiration. The only snag was the content. When all 25 songs had been sung, but before the voting started, I wrote in my notebook the three entries which seemed to be the only conceivable contenders for the prize (and, in case anyone should be so uncharitable as to think I am being

Daniela of Croatia. She came on in a full nun's habit in black silk, complete with wimple, which she threw off to reveal a white figure-hugging dress with striking décolletage. However, she was overtaken by a man who had one lapel, but only one, covered in what appeared to be miniature horse brasses, and the winner was Germany's Guld

dozen countries and, in the mid-1950s when it began, European broadcasters were keen to show off their border-crossing abilities. It continues today because nobody has the faintest idea how to stop it. Having won in 1996, how could Israel possibly back out of staging the event in 1998, even if the budget does bankrupt the Israeli broadcasting service? It is like family Christmas: even when all the participants loathe it, nobody has the guts to be the first to say no.

In Britain for years the smart attitude towards the contest among the chattering has been fond superciliousness. Terry Wogan alone is responsible for this. Having agreed to serve as presenter and, being no fool, quickly realised how appalling it was, his decision, it seems, was to continue with the profitable and high profile task while sending it up rotten. So successful has been that many Britons not only claim to watch solely for Wogan (as they used to, even though they were flogging) but now genuinely do.

He can be very funny and, in a world of deadly political correctness, Wogan alone, on this night at any rate, seems to have a licence from the BBC to say pretty much what he likes, however xenophobic. Introducing the Hungarian number, "A Holnap Mar Nem Lesz Szomorú", he warned us that the singer, Charlie, "is from the razor blade gurgling school of stings

Because the Eurovision Song Contest is the opposite of excellent and elite it is well on the way to achieving the status of Unbuckable Event

wise after the event, immediately read out the list to the other four people in the room).

Malta, Israel and the UK were my predictions first, second and third, but an hour and a half later I was proved wrong, of course. The order was actually Israel, the UK and Malta. If it is as easy as that for a non-specialist to spot the top three, what is actually happening at this event? What is it about? Does the Eurovision Song Contest not really bring us the best songs in Europe?

Obviously not. Is it, nevertheless, a truly glamorous occasion? Equally obviously not; it is one of the most naff events imaginable. We had our own contest for "Deafest Outfit" which it seemed, for a while, would be won by the very first contestant,

Horn who hurtled into view wearing a turquoise lurex cloak and matching flares, topped off by the world's silliest haircut.

Is it, then, one of those occasions like Oscar night which fascinate even though we can see straight through to the artificiality? That is closer, but the attraction of the Oscars is that so many film stars with household names are present and longingly passionate to win. On Oscar night there is real joy and real *schadenfreude* in large measure, as the famous either become even more famous or get their come-uppance. That is scarcely true of the Eurovision Song Contest.

It is hard to avoid the suspicion that it is there solely because it is technically possible to link up a couple of



And the winner is... a transsexual bedecked with macaw feathers: Israeli singer Dana International performing her winning song

ers. He also alerted us to "Watch out for the first appearance of the great German crowd pleaser this year, the mouth organ", and of the points-totalling process remarked "It's wonderful isn't it - refreshes your faith in chaos theory".

Because the Eurovision Song Contest is the opposite of excellent and elite it is already well on the way to achieving the status of Unbuckable Event. The irony is that, far from delaying that process, Wogan's barbs have accelerated it. Like soccer and soap opera, the song contest is watched

by huge numbers of people and, at the end of this millennium, that alone, in television terms, is enough to put it into a special category of protected programmes which should not be seriously criticised. In the days of Cool Britannia it is very uncool to point out that the Eurovision Song Contest is a celebration of vulgar mediocrity, organised by the countries which produced Beethoven, Monteverdi, Purcell, Wagner and scores of other truly great song writers.

There are still considerable numbers of good programmes on British televi-

sion. Our Mutual Friend was excellent, and it looks as though the forthcoming Promenade Concert season will be as good as ever. But it is sad to see the way in which reaction to mass popularity has shifted in one generation from deep suspicion to religious awe. In 1955 J.B. Priestley, a man of the people if ever there was one, wrote: "Admass is my name for the whole system of an increasing productivity, plus inflation, plus a rising standard of material living, plus high-pressure advertising and salesmanship, plus mass communications, plus cul-

tural democracy and the creation of the mass mind, the mass man". I suspect Orwell would have endorsed much of that. Today, in a country once again governed by the Labour Party (well, a party calling itself New Labour, anyway) the admass finally appears to have become the ideal. And among the forces which have brought that about, the most significant is television: a medium which sees the Eurovision Song Contest as good because it gets huge ratings.

Christopher Dunkley

Poetry turned into pantomime

OPERA

Andrew Clark

Eugene Onegin
Opera North, Leeds

In the opening scene of Opera North's new production of *Eugene Onegin*, a small rectangular panel hangs self-consciously from the flies, as if the surtitle board has been incorporated into the stage design. But no - this performance is sung in English, and for much of the first act the panel simply reflects the cloud-free skies of Tatyana's romantic dreams, just as it later echoes in miniature the chilly atmosphere of the duel. In the final scene it returns, up-ended and enlarged, as a mirror in the Gremm palace. The surface transforms into a heavenly sky when Tatyana recalls her youthful passion for Onegin.

Dalia Ibelhauptaite, the stage director, evidently believes this is a useful way of representing the opera's emotional climate. It is certainly easier than trying to do so the traditional way - ie by drawing performances of emotional truthfulness from the cast. That is why Saturday's performance at the Leeds Grand Theatre was such a depressing spectacle. In an opera as poetically sensitive to period and feeling as this, where subtleties of mood and gesture are everything, Ibelhauptaite's staging had all the clout of socialist-realist pantomime. When was not merely irritating, it was patronising, infantile and occasionally quite comical.

But surely there must have been some redeeming feature? Well, in the opening act, where the Lar estate workers cooked and danced

like a soviet peasants' collective, and Tatyana's letter-scribbling was as fast as the wooden columns masquerading as trees. Even the prelude, ponderously conducted by Steven Slane, failed to generate the necessary frisson of anticipation. Indeed, this was a far-from-auspicious debut by the company's music director-elect, with too many brazen clichés substituting for dramatic shapeliness.

Given the postmodern simplicity of Ibelhauptaite's sets - nothing more than a cut-out door for the letter scene, a headboard of deer and boar for the Act 2 party - it was a mystery why each scene-change took so long. Sue Williamson's handsome but over-the-top costumes offered respite from Ibelhauptaite's self-congratulatory ensembles, and the staging finally uncovered some half-shades of the understated elegance of the Act 3 ball. Even here, Gremm's aria came across apologetically, and the orchestra was impossibly loud. (To say this was by far the worst I have witnessed would be unfair to a cast who appeared to have received no guidance about how to move or relate to one another. On this evidence, it was hard to believe that Alwyn Mellor had already sung Tatyana elsewhere. Her well-built voice has potential, but she sang the letter scene with the conviction of a schoolgirl reciting her catechism. Like the staging itself, she had no candour - which may explain why she carried off the society hostess of the St Petersburg ball better than the impressionable dreamer of the early scenes or the unsettled spouse of the finale.)

In Peter Savidge's Onegin, boorishness took precedence over vocal



Farrago of a production: Peter Savidge and Alwyn Mellor

nuance; the volte-face in the final act just didn't ring true. Paul Nilon was the unromantic Lensky, Norman Bailey a grandfatherly Gremm. Frances McCafferty gave Tatyana a mighty presence - what a valuable asset this mezzo has become - and Emer McGilloy turned Olga into the belle of the ball. McGilloy was a real find: she uses her rich and

creamy contralto intelligently, she has raven-haired looks, she moves easily. Take away the permanent smile, and we may have a major talent. As for Opera North, serious questions must be asked about why Ibelhauptaite was re-engaged after her badly received *Butterfly*, and how she was able to get away with this farrago.

MUSIC BARENBOIM IN LONDON

Beethoven all the way

As we never see Daniel Barenboim in front of British orchestras these days, it is good that he is visiting more often with his orchestra from overseas. At the BBC Proms this summer he will be appearing with the Chicago Symphony Orchestra and for the best part of two weeks he is currently in residence on the South Bank with his other orchestra, the Staatskapelle Berlin.

It is only now that Germany is united it is becoming obvious what an array of fine orchestras the country has. If anything, those in the east - Dresden, Leipzig and east Berlin - have kept the flame of the German musical tradition burning even more truly than those in the west. At the Royal Festival Hall the Staatskapelle Berlin has been sounding exactly the inheritor of Teutonic musical history - mellow and mature, if lacking the aristocratic high-mindedness that sets the Dresden Staatskapelle apart.

There is just one focus to the tour: that is Beethoven, all the symphonies and the piano concertos, both conducted and played by Barenboim. It is a musical double that he is used to: his Mozart piano concertos with the English Chamber Orchestra back in the 1970s started the trend. The balance between piano and orchestra was nicely judged, the solo part neither projected too harshly, nor muffled.

Back in the days when

Barenboim was an everyday face in London, I remember a performance of the Fourth Piano Concerto in which he was the conductor and Arthur Schnabel the pianist. They seemed to have rather different ideas about the music. Schnabel's effortless sparkle not finding a soul-mate

It is easy to read into these performances a compromise between the stoic Klemperer and the romantic, far-sighted Furtwängler

in the conductor's self-conscious probing of the music, whereas here the performance was all of a piece.

Barenboim's Beethoven is very much of the old school. It is grandiloquent, sometimes romantically lyrical, more often combative with little sparing of the orchestra's weight and muscle. As we know Barenboim's guiding lights were among the conductors of the previous generation, it is easy to read into these performances a compromise between the stoic Klemperer and the romantic, far-sighted Fur-

twangler. The bigger the symphony, the better this is likely to work.

In Wednesday's concert the First Symphony felt a long way from Haydn-esque jocularly, even played with reduced strings, whereas by the end the Fifth had packed a determined punch. Barenboim likes to work his way into the music and so outer movements - the same happened with the "Eroica" on Tuesday - take a while to get going on a slow-burning fuse.

If that was all that was on offer, the verdict might be one of big expectations disappointed. But there were also inspiring passages where the performances lifted on to another plane. As Barenboim entered the heart of the Fourth Concerto's opening Allegro, or the peroration of the "Eroica" funeral march, the music seemed to hold its breath and begin to search beyond the notes for a deeper spiritual meaning. Was that Bruckner one glimpsed watching down from above?

The cycle continues in London till May 17 and Paris will also see part of it when Barenboim and his orchestra break off to cross the Channel. On balance, it looks a musical journey worth seeing through to the end.

Richard Fairman

Opening concert on May 5 sponsored by Deminor.

INTERNATIONAL

Arts Guide

BERLIN

CONCERTS
Philharmonie
Tel: 49-30-2548 8354
Berlin Philharmonic Orchestra: conducted by Emmanuel Krivine; works by Beethoven and Tchaikovsky. With violin soloist Gil Shaham; May 17, 18

BOLOGNA

OPERA
Teatro Comunale
Tel: 39-51-529 889
www.netuno.it/teatrocomunale
Don Pasquale: by Donizetti. La Scala production conducted by Maurizio Benini/Roberto Polastri in a staging by Stefano Vizzoli. Cast includes Ruggero Raimondi; May 14, 15

BOSTON

EXHIBITION
Museum of Fine Arts, Boston
Tel: 617-267 9300
A Grand Design: The Art of the Victoria and Albert Museum. North American tour of selected objects from the V&A's collection. Consists

of 250 works of art ranging from Leonardo da Vinci's notebooks to shoes by Vivienne Westwood; ends on Sunday

BRUSSELS

OPERA
La Monnaie
Tel: 32-2-229 1211
● Il Ritratto d'Ulisse: by Monteverdi. New production conducted by Philippe Pierlot in a staging by William Kentridge. With the Handspring Puppet Company, at the L'Opéra; May 13, 15, 16, 17
● L'Orfeo: by Monteverdi. New production conducted by René Jacobs and directed and choreographed by Trisha Brown, with designs by Roland Asselmann; May 13, 14, 15, 16, 17

CANBERRA

EXHIBITION
National Gallery of Australia
Tel: 61-2-6240 8502
www.nga.gov.au
New Worlds From Old: 19th Century Australian and American Landscapes. 100 paintings by artists including Augustus Earle, Conrad Martens, Thomas Cole and Winslow Homer; ends on Sunday

CHICAGO

CONCERTS
Orchestra Hall
Tel: 1-312-294-3000
www.chicagosymphony.org
Chicago Symphony Orchestra: conducted by Franz Welser-Möst in works by Brahms and

Shostakovich. With piano soloist André Watts; May 14, 15, 16

CLEVELAND

EXHIBITION
Cleveland Museum of Art
Tel: 1-216-421 7340
www.clevelandmuseumofart.com
Gifts of the Nile: Ancient Egyptian Faience. Display of ceramics, known as faience, a mixture worked by the Egyptians and regarded by them as magical. Brings together over 200 works, including statuettes of kings, gods, and animals, and inscribed boxes ranging over 5000 years. Includes works borrowed from public and private collections in the US and Europe; to Jul 5

FRANKFURT

CONCERT
Frankfurt Oper
Tel: 49-69-21202
Budapest Festival Orchestra: conducted by Ivan Fischer in works by Mahler and Bruckner. With mezzo-soprano Doris Soffel; May 15

LAUSANNE

CONCERT
Théâtre de Beaulieu
Tel: 41-21-693 2211
Orchestra de la Suisse Romande: conducted by Ulf Schirmer in works by Carl Nielsen, Isang Yun and Stravinsky; May 14

LISBON

CONCERTS
100 Days Festival, Expo '98

Madrid Symphony Orchestra: El Amor Brujo by Manuel de Falla; Main Auditorium, Centro Cultural de Belén; May 16, 17

DANCE

100 Days Festival, Expo '98
Pina Bausch: specially commissioned new work: Main Auditorium, Centro Cultural de Belén; May 13

LONDON

CONCERTS
Royal Festival Hall
Tel: 44-171-960 4242
Barenboim Beethoven Cycle: series of six concerts, with Barenboim conducting the nine Symphonies and directing the five Piano Concertos from the keyboard. With the Staatskapelle Berlin and London Symphony Chorus; May 15, 16, 17

EXHIBITION

Tate Gallery
Tel: 44-171-887 8000
Bonnard (1867-1947): focusing on works produced between the 1890s and the 1940s. Includes landscapes, still lifes, a series of nudes depicting Marthe, Bonnard's lifelong companion, and several self-portraits; ends on Sunday

LOS ANGELES

OPERA
LA Opera, Dorothy Chandler Pavilion
Tel: 1-213-972 8001
www.laopera.org
Il Trovatore: by Verdi. Conducted by Gabriele Ferro in a staging by Stephen Lawless. Cast includes

Vladimir Bogachov; May 13, 16

MADRID

EXHIBITION
Fundació "la Caixa"
Tel: 34-1-432 4533
From Whistler to Sickert: joint retrospective of the two painters which aims to introduce their work to the Spanish public by contrasting their differences. The exhibition will demonstrate the influence of Velázquez on Whistler as well as that of Whistler on Sickert; ends on Sunday

MILAN

OPERA
Teatro alla Scala
Tel: 39-2-88797
www.lascala.milano.it
Der Freischütz: by Weber. Conducted by Donald Runnicles in a staging by Pier'Alti, with a cast including Kim Begley and Nancy Gustafson; May 14, 16

MUNICH

CONCERTS
Philharmonie Gasteig
Tel: 49-89-5481 8181
● Bavarian Radio Symphony Orchestra: conducted by Dmitri Kitajenko in works by Prokofiev and Tchaikovsky; May 14, 15
● Westdeutsche Sinfonie
Levertus: conducted by Dirk Jaeschke in works by Haydn, Mozart and Beethoven. With horn soloist Michael Thompson and violinist Jural Cizmarovic; May 13

OPERA

Bayerische Staatsoper

Tel: 49-89-2185 1920
The Midsummer Marriage: by Michael Tippett. Munich premiere. Mark Elder conducts a production staged by Richard Jones, with a cast including Alison Hagley and Philip Langridge; May 15, 18

NEW YORK

CONCERTS
Lincoln Center
Tel: 1-212-721 6500
www.lincolncenter.org
New York Philharmonic: conducted by James Conlon in works by Zelenka, Rachmaninov and Liszt. With piano soloist Garlick Ohlsson; Avery Fisher Hall; May 14, 15

PARIS

EXHIBITION
Musée d'Orsay
Tel: 33-1-4049 4814
www.Musee-Orsay.fr
Manet, Monet, and the Gare Saint-Lazare: places Manet's famous painting in a context provided by works by other artists and a group of related drawings, prints and photographs; ends on Sunday

PHILADELPHIA

EXHIBITIONS
Philadelphia Museum of Art
Tel: 1-215-763 8100
www.philamuseum.org
Self-Taught Artists of the 20th Century: An American Anthology. 300 works by more than 30 artists, all of them without formal training. Includes paintings, sculpture and installations by artists ranging from Grandma Moses (1860-1961) to

Ken Grimes (b.1947); ends on Sunday

ST PETERSBURG

EXHIBITION
State Hermitage Museum
French Master Drawings from the Pierpont Morgan Library. 120 drawings, sketchbooks and albums; to Jul 25

TOKYO

CONCERT
Tokyo Opera City Concert Hall
London Symphony Orchestra: conducted by Sir Colin Davis in works by Beethoven; May 17

TV AND RADIO

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06.30: Moneyline with Lou Doobs
13.30: Business Asia
19.30: World Business Today
22.00: World Business Today Update

● Business/Market Reports
05.07; 06.07; 07.07; 08.20; 09.20; 10.20; 11.20; 11.32; 12.20; 13.20; 14.20.
At 08.20 Tanya Beckett of FTTV reports live from LIFFE as the London market opens.

COMMENT & ANALYSIS

LIONEL BARBER
EUROPEAN VIEWPOINT

The second coming

Jacques Delors could return to debate the constitutional future of Europe as it prepares to expand eastwards. But is he needed?

Here we go again. A Wise Man's Group on the future of Europe, this time headed by the philosopher king himself, Jacques Delors.

The proposal is President Jacques Chirac's, the same Mr Chirac who declared the other day: "Europe faces new challenges, and new challenges require new faces." Mr Delors has many qualities but he is hardly a fresh face. Nor does he have much in common with Mr Chirac.

Mr Chirac unveiled his Wise Man's initiative immediately after the Brussels summit that selected the founder members of economic and monetary union but ended in a bruising compromise over the presidency of the European Central Bank.

The suspicion is that the French president wants to divert attention from the rupture between Paris and Bonn over the ECB. Mr Delors, an early supporter of German unification, will always be welcome on the other side of the Rhine. But Mr Kohl must still be wondering why a weakened Mr Chirac is so keen to reopen Europe's constitutional debate.

After all, the 1997 treaty of Amsterdam - the European Union's most recent constitutional revision - has barely been signed. It still faces ratification hurdles, notably in a referendum in Denmark on May 28. Mr Delors' second coming looks premature, even risky.

Six years ago Mr Delors, then president of the European Commission, sanctioned a review of the EU's institutions ahead of enlargement to Austria, Finland and Sweden. The 1992 Maastricht treaty had yet to be ratified, but Mr Delors felt the treaty lacked ambition. He wanted a

Political Europe to balance the planned Monetary Europe.

The Commission review leaked. Proposals to strengthen the powers of the Commission president and to dilute the representation of smaller countries were reduced to a memorandum, if misleading, UK newspaper headline: "Delors plan to rule Europe." Voters took fright and the Maastricht referendum in Denmark was narrowly lost.

Thanks to the ingenuity of Brussels lawyers, EU leaders pasted together an amended version of Maastricht that passed muster in a second Danish referendum in May 1998. But the Union's planned eastern enlargement early next century means the institutional question will not go away.

A year ago, in the Dutch town of Noordwijk, Mr Chirac tried to win German support for reforms. He wanted to cut the 20-strong Commission to 10 members, removing the automatic right of each country to one representative. He also



Jacques Delors: in demand

pressed for a reweighting of the votes to reduce the disproportionate weight of smaller countries in the decision-making Council of Ministers.

The Germans were tempted, but Mr Kohl put off the moment of reckoning. He was worried that an argument between small and large countries risked disrupting the EU's crowded political calendar, which required decisions on EMU, enlargement and the future size of the EU budget by the end of the decade.

The Amsterdam treaty ended up with a protocol that provides for a review of the size of the Commission, the weighting of votes and the extension of majority voting as soon as the Union moves beyond 15 members. Now that enlargement negotiations are under way with five central European candidates plus Cyprus, the question of when and how to tackle institutional reform is back on the agenda.

Mr Chirac's instinct is to tackle the issue sooner rather than later. French officials claim that Mr Chirac backed a French candidate for the ECB so vigorously because he was stung by charges of "capitulation" to Germany on the balance of power in European institutions. They warn that France will block enlargement unless it obtains satisfaction.

The Germans are torn. Either they gang up with the French at the expense of smaller countries, or they push parity to its logical conclusion and demand better representation for 80m Germans in Europe's institutions.

Equally, Germany has become more attached to the national veto, fearing that the extension of majority voting in justice and home

affairs could weaken national defences against illegal immigration. Yet the Germans know that more majority voting is the price smaller member states such as Belgium and the Netherlands will extract for a reduction in their voting weights and a safe passage for eastern enlargement.

The British government is watching developments with a mixture of fascination and trepidation. Tony Blair thinks the EU's institutions and decision-making procedures are creaking with 15 members. However, the idea of Mr Delors, the *Maastricht* of Brussels, heading such a debate makes Downing Street distinctly uneasy.

Mr Blair should be less timid. Britain has little to lose and everything to gain by a bolder stance on institutional reform. The Amsterdam summit came close to a deal that would have strengthened the voting power of the big countries in return for giving up one of their two EU commissioners. A moderate extension of majority voting is manageable if the Labour government - unlike its Conservative predecessor - does not treat national sovereignty like virginity.

Mr Blair could canvass support for a short, sharp constitutional conference early next year under the German presidency. The aim would be a deal before the appointment of the next Commission president at the June summit in Cologne.

The president-designate - take your pick from Felipe Gonzalez, Giuliano Amato, Chris Patten, Peter Sutherland or half a dozen others - would then be able to pick a sensibly sized team in the second half of the year ready to take office in January 2000.

The risk of a delay is that countries will hold enlargement hostage to institutional reform. Optimists in Brussels say the resulting crisis will force the compromises necessary to let the Poles, Czechs and Hungarians into the Union around the new informal date of 2004. That, however, is a Chirac-sized gamble Mr Blair would be wise to shun.

Hemel Barber@ft.com

LETTERS TO THE EDITOR

Economic performance, not interest rates, should drive currency levels

From Mr Hans Edwards.

Sir, We hear once again, in your article "Volkswagen stands firm" (May 9-10), about VW's bid for Rolls Royce Motors, of the bettering British industry is taking because of the strong pound. In the 1980s we exchanged one pound for DM11.2. Today it has been about DM5 to the pound. Did we hear German industry complaining about the strong D-Mark over the past 30 years? If Britain had learned to sell goods on quality rather than price, perhaps it would not now be offering Rolls Royce to the German car industry.

Hans Edwards, Brand 2, 3053 Leoben, Austria

From Mr Eamon O'Neill.

Sir, Philip Coggan, in his article "Not quite so sterling after all" (May 9-10), observes in relation to the over-valued pound that "the

Japanese and the Germans have done pretty well out of their strong currencies over the last 25 years". This point has recently appeared so often in otherwise national articles that I suspect energetic Treasury spinning somewhere in the background.

There is a world of difference between the consequences of a currency that is strong because of a superior trading performance and despite low interest rates, and one that is strong because of high interest rates and despite a moderate trading performance. The Germans did not "do well out of their strong currency"; rather they had a strong currency (with its attendant benefits) because, first, they did well. During most of the period of D-Mark appreciation, German interest rates were low, and the fiscal balance strong. In consequence the appreciation could be managed, in part as

an aspect of inflation control, in such a way that the appreciation was always behind the curve of an improving productivity. At each evaluation, German exporters chuntered a bit, but could then get on with creating the necessity for the next fix.

The near 40 per cent appreciation of sterling against the D-Mark in the period up to mid-April was not in the same category. It is true that the UK may be better able to emulate the German performance of the 1950s-70s now than in previous decades, but the essential prerequisite is that the inflation target and fiscal stance be tighter, interest rates lower, and the level of the currency be driven by economic performance alone and not by interest rates.

Ronan O'Neill, Front Street, Churchhill, N. Somerset BS25 5NG, UK

Market gap is for early morning flyer

From Mr Henry Essenberg.

Sir, In casting doubt on my remarks quoted in your "The Business of Travel Review" (May 7), Roland Fersby (Letters, May 9/10) overlooks the distinction I was making.

I questioned which airlines were catering for the needs of the smaller businessman or woman who needed to get to the other end of the country first thing in the morning but who did not have the travel budget of a blue-chip company.

KLM UK believes that this middle market is being largely ignored by the no-frills carriers and the premium-priced business airlines and is a sector that we are therefore targeting.

However, Mr Fersby uses a midway departure as his example. He may be interested to know that under KLM UK's newly introduced fares structure, he could currently purchase a one-way ticket from London Stansted to Edinburgh for £28. KLM UK also allows the flexibility of six departures every weekday.

Henry Essenberg, chief executive, KLM UK, Stansted House, Stansted Airport, Stansted, Essex, UK

Microsoft should stick to what it does best

From Mr Simon Dye.

Sir, Regarding your leader "Microsoft ain't broke" (May 8), Microsoft is not "simply being much better". The company's Windows 3.11 series operating system brought us 16-bit technology, Windows 95 brings us 32-bit

technology. Windows 98 promises us a dodgy browser - even though games players have been able to use 64-bit technology for several years. We are all held to ransom by this monopolist which should be made to con-

tribute to what it does best - operating systems, and less the internet and the rest of others.

Simon Dye, 75 All Saints Road, Cheltenham, Glos GL50 2HA, UK

Women shown to have made positive impact in business

From Ms Virginia O'Brien.

Sir, After reading the review "And the bad news is..." (May 1) of my book *Success on Our Own Terms: Tales of Extraordinary Women in Business*, I feel compelled to clarify some points.

The stories of the 45 women in Fortune 500 companies demonstrate the progress they have made. A national survey I developed,

to which almost 700 female managers responded, provides additional data: 92 per cent were satisfied or more than satisfied with their career choices; 78 per cent satisfied or more than satisfied with the management level they had attained; and 72 per cent felt the same about the balance in their lives.

Contrary to ignoring the glass ceiling, (referenced the

Glass Ceiling Commission report, and provided guidelines front on key factors needed for successful women's initiatives. I also purposely chose progressive companies acknowledged by the commission in order to model programmes and best practices that have helped women advance.

Rather than recommending complacency, the book defines way of navigating

corporate corridors, highlights women's brave moves, demonstrates new working structures pioneered by women seeking balance, and focuses on ways in which individual women have made systemic changes in their organisations.

Virginia O'Brien, 28 Columbia Road, Marblehead, MA 01945, US

Number One Southwark Bridge, London SE1 9HL

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PERSONAL VIEW WILLIAM KENNARD

Three steps to heaven

Privatisation, competition and regulation are fundamental if the world is to build an efficient information infrastructure

In 1861 Nathaniel Hawthorne, writing in a world where electricity was in its infancy, said: "By means of electricity the world of matter has become a great nerve, vibrating thousands of miles in a breathless point of time... The round globe is a vast... brain, instinct with intelligence."

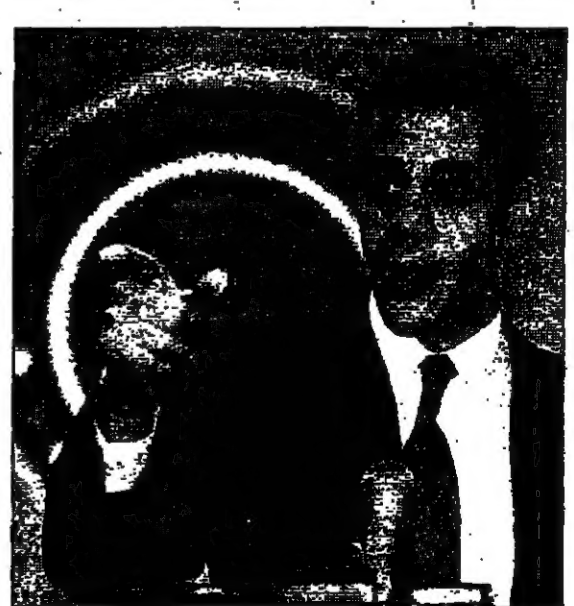
Al Gore, the US vice president, quoted these words four years ago at the first World Telecommunication Development Conference in Buenos Aires. He called on the nations of the world to join in building that great electronic "nerve": a global information infrastructure.

The theme was picked up in March in the second World Telecommunication Development Conference in Malta. So how are we doing so far?

There is no question the digital information age we are entering is changing the way we communicate and the way we live our lives. You notice it as soon as you walk into an elementary school and see fourth graders logging on to the internet for a science project. You see it in the workforce where people sit at home with a laptop in New York and send documents back and forth to colleagues in Hong Kong.

The digital revolution has become an engine of job creation and the lifeline of the global economy. However, this staggering accomplishment does bring some challenges with it. Building a global information infrastructure is a highly capital-intensive endeavour. The question is: what is the quickest and fairest way to finance it?

Traditional sources of revenue, such as settlements payments, are drying up. The settlements system, which requires carriers to pay inflated international termination charges to carriers on the receiving end of a call, has served as an important source of revenue for building infrastructure. But internet telephony and other alternative calling methods such as least-cost routing (in which calls are routed through countries with lower rates) and call-back



Kennard: privatisation is a keyword

(which enables overseas callers to access cheaper US rates) are eroding the settlements system.

So what should be put in its place? Three elements seem to be essential. First, privatisation. For some governments this will be enormously difficult. But

of private capital available to fund telecommunications infrastructure development. More than 40 telecommunications companies, including operators in Argentina, Ghana, South Africa and the Philippines, have been privatised since 1994, raising \$159bn in private capital.

The digital information age is changing the way we live. When you walk into an elementary school you see fourth graders logging on to the internet

building a firm foundation for telecommunications development ultimately depends on their meeting that challenge. For one thing, private investors have proven more willing than governments to invest in new technologies. A government monopoly, for example, would probably not have the incentive to place low earth orbit satellites capable of providing high-speed voice, video and data services around the globe. But private companies are already doing it.

Because of such examples, the information revolution has made billions of dollars

prices and better services have been undeniable.

According to one recent study, prices for international service have declined by 78 per cent in the UK and by 60 per cent in Japan. Figures from the Federal Communications Commission indicate that consumers in Chile, which instituted a regime of cut-throat competition in the mid-1990s, have enjoyed cuts of 90 per cent.

Because the evidence is so compelling, several countries including Hong Kong, Singapore and Mexico recognised the problems inherent in their monopoly policies and ended their carriers' monopolies earlier than planned.

But that is not enough either. This is a system that needs not just government oversight, but also highly independent regulation. Governments should not provide telecommunications services. But they can act as guardians of competition. And they can even champion new entrants in the market. In fact, the transition from monopoly to competition will require a heavy dose of regulatory intervention. Competitors must be able to gain access to existing networks at fair prices if competition is properly to take root.

In order to ensure that a competitive and liberalised market benefits consumers, governments must establish regulatory authorities independent of the incumbent operator and shielded from political pressure. These regulators must have licensing and enforcement authority in order to establish a fair, transparent and predictable regulatory process.

Privatisation, competition, independent regulation. These are the keys to ensuring that everyone, rich and poor, urban and rural, in all regions of the globe can have access to the opportunities that the information age is so rapidly creating.

We have not achieved Hawthorne's vision. At least not yet. But we are on the right road.

The author is chairman of the Federal Communications Commission



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COMMENT & ANALYSIS

FINANCIAL TIMES

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Wednesday May 13 1998

Japan and the G8

Pity poor Ryutaro Hashimoto, Japan's prime minister. When he goes abroad he is lectured on Japan's economic failings. This weekend's summit of the group of eight industrial countries will be no exception. How might the Japanese prime minister respond?

Mr Hashimoto could say that the March stimulus package is different from its predecessors. He might even be right, since the government argues that the stimulating effect of the ¥16,800bn (£75bn) package will add between 2 and 3 per cent to gross domestic product. He could also note the decision to inject large amounts of public money into the banking system, taken last year. The government now expects the 19 biggest banks to write off ¥10,300bn in non-performing loans this year, a substantial proportion of the ¥16,800bn in non-performing loans identified last September. Unfortunately for Mr Hashimoto, these belated U-turns will be greeted with scepticism. For three good reasons: Japan's history of denial, inadequate packages and further denial; scepticism about the statistics on banks; and doubt whether even the latest package will more than offset the economy's downward slide.

Nevertheless, Mr Hashimoto is entitled to make at least two strong points to western leaders, in his turn. One is that Japan's longer-term solution

has to include a substantial and sustained current account surplus, given its high savings and limited domestic investment opportunities. The second is that the programme of radical de-regulation they recommend is very likely to make the short-term situation worse.

What would happen, for example, if employers decided to divest themselves of redundant workers? Unemployment would jump and already widespread insecurity would increase, so creating still higher propensities to save than today. Again, what would happen if western notions of shareholder value were to permeate companies? Current investment plans would be slashed. The combination of higher saving and lower investment could push the economy into a slump.

In all probability, what is needed is a combination of extremely aggressive fiscal and monetary pump-priming now, with radical de-regulation in the medium to long run. But the yen is then likely to stay weak and the current account surplus to grow.

Mr Hashimoto's peers are right to remind him of his responsibilities, but they need to realise how intractable Japan's challenges have become. Not only must they eschew simplistic slogans; they must recognise that a solution will require them to tolerate a larger Japanese surplus as well.

Burying Ilsa

A touch of spring has recently come to relations between the US and the European Union, prompting a quest on both sides of the Atlantic for closer partnership. The new mood is welcome. But if it is to prove more than a passing fancy, old quarrels must first be buried. None more urgently than the dispute over US extra-territorial sanctions legislation.

A drive is under way to reach a settlement at Monday's US-EU summit in London. There are signs that differences are narrowing over one point of contention, the Helms-Burton anti-Cuba law. Much hard bargaining remains. But the outlines of a deal now seem to be taking shape.

A potentially bigger stumbling block, however, is the Iran-Libya Sanctions Act (ILSA), directed at foreign investors in the two countries' energy industries. Toppling Cuba's Castro regime is a uniquely American obsession. But Iran's strategic Middle East location, large energy reserves, past sponsorship of terrorism and quest for nuclear weapons raise much wider geo-political and economic concerns.

The US says that, unless the threat of ILSA sanctions is lifted, there can be no deal. As well as insisting that the US absolute Total of France over its role in a 60th Iranian gas project, Brussels wants a waiver under ILSA for all European companies. EU members solidly support that demand.

That poses a dilemma for Bill Clinton. Although he has the power to waive the enforcement of ILSA, using it could anger Congress. It could also prompt a rush of European investment into Iran, unleashing pressure from US oil companies for freedom to do likewise, thereby undermining US sanctions policy.

Mr Clinton should have these risks and rapidly grant a waiver. It is in any case unclear that US sanctions are more effective than Europe's preference for cautious engagement in bringing Tehran to heel. But the decisive argument is that harmonious US-EU relations are much too important to be jeopardised by differences over tactics towards Iran. Furthermore, as long as ILSA remains a running sore, the US and EU will find it hard to formulate a common stand towards Tehran.

The EU needs to do all it can to assist Mr Clinton by showing genuine commitment to that goal. That does not require subservience to US dictates. But it does mean questioning any suspicion that Europe's stance is based less on principle than on commercial opportunism.

Monday's summit offers a real chance to make a breakthrough. Seeking it would remove a dangerous irritant from transatlantic relations. It would also send a strong signal that the US and EU really are serious about deepening their partnership.

Köhler's turn

Fifty-three years after the end of the second world war, it is high time to consider a German candidate to head a major multinational body. Good news, then, that Germany plans to nominate Horst Köhler as president of the European Bank for Reconstruction and Development.

This time the EU must avoid the bickering which surrounded Wim Duisenberg's appointment at the European Central Bank. It should throw its weight behind Mr Köhler, and he should accept the job. The EBRD would benefit from his long experience of financial diplomacy, including years as a G7 sherpa.

Nationality should not matter in such appointments, but it almost always does. The politicians who make the decisions cannot resist playing to their national audiences. French leaders, especially, regard putting Frenchmen in high international places as a major national interest. Other countries often end up letting France have its way mainly to avoid embarrassment.

Appointing a German at the EBRD, in succession to two Frenchmen, would show that Paris can no longer take such jobs for granted.

The EBRD requires strong leadership. The long hiatus since Jacques de Larosière retired in January has hurt its morale and undermined its cohesion. The new president must help set

clearer priorities, resolving contradictions between the demands of the bank's 60 member countries and organisations.

Among these are differences about which transition states deserve most support. The US, the UK and Germany favour concentrating on Russia and other ex-Soviet states, which have the greatest difficulty in attracting commercial capital, while France and some other EU members want EBRD money to help finance EU accession costs in central Europe.

A related argument concerns treatment of risk. The EBRD is required by its charter to follow sound banking principles, but also to operate in high-risk countries. Some members favour caution, others say the bank's raison d'être is to go where others fear to tread. The president must cut a clear path through this jungle. He should also look carefully at the bank's structure. Operations are still supervised by a cumbersome board of 23 resident directors, each with their own office, as established by the original charter. Every lending decision, however small, must pass this board. Each director has the right to ask questions and demand information from EBRD staff. This wasteful system can be changed only by member governments. But the new president must at least start a quiet campaign for reform.

India was yesterday celebrating its forced entry to the club of nuclear powers, after the successful underground testing of an H-bomb, a trigger device and a tactical nuclear weapon. The rest of the world looked on with undisguised alarm.

Scarcely a voice was raised in Delhi to question the wisdom of the government's decision to abandon its ambiguous status of possessing a recognised nuclear potential but no credible nuclear deterrent - by carrying out tests.

Press and politicians vied for superlatives to praise the event and the scientific achievement behind it. The Pioneer newspaper described it as "an explosion of self-esteem", while the Indian Express, in a front-page editorial, called it "a jump-start to India's dormant, frozen spirit".

In neighbouring Pakistan, the tests aroused a predictable wave of defensive nationalist fury, with demands for an instant response to demonstrate Islamabad's comparable nuclear capacity.

As for the rest of the nuclear and non-nuclear world, even India's closest allies, such as Russia, expressed abhorrence and dismay. President Boris Yeltsin said: "India has let us down". President Bill Clinton was said to be "deeply distressed". Japan threatened to freeze its \$1bn annual aid programme, while Britain declared the entire European Union "surprised and disgusted".

The contrast between domestic euphoria and international condemnation could scarcely have been starker. Yet there seems to have been a classic dialogue of the deaf: both India's action, and the international reaction, could have been foreseen.

The question now is whether New Delhi may have miscalculated. Instead of forcing its way to the international top table, has it left itself threatened with isolation? As for the outside world, the challenge is whether to believe the Indian government's protestations of a commitment to total disarmament or whether to punish it behind a wall of sanctions, which might simply fuel a new regional arms race.

For 24 years, India has straddled the nuclear fence. After detonating one nuclear device - which it claimed was for "peaceful" purposes - in 1974, Delhi refrained from further tests or weapons development, calling instead for global nuclear disarmament.

But in recent years, Indian security experts said the coun-

try's ambiguous position had become increasingly pointless and even counter-productive. Under fierce pressure from the US to sign the comprehensive test ban treaty in 1996, the Indian government had to decide whether it would finally exercise its nuclear option or foreclose on it for good. It refused to sign, a move that led inexorably to this week's triple tests.

"It was its last chance to make up its mind," says Brahma Chellaney, professor of security studies at the Centre for Policy Research, an independent New Delhi think-tank. "They had to push ahead or be left with an option that was an option in name only."

Air Commodore Jagjit Singh, director of the Institute of Defence Studies, believes the move had become inevitable. One of a three-man committee reviewing India's entire defence strategy, he has little doubt about the main purpose of a nuclear deterrent. On one wall of his office he boasts an official Chinese map of

the region, showing a large slice of north-east India - Arunachal Pradesh and Sikkim - as part of China.

"It is not Pakistan. It is the China factor," he said in an interview last year. "It is taken for granted that we must do something to prevent any repetition of [the border war in] 1962," which saw the Indian army humiliated by China. "Who is competing with India for investment and for markets? China. Where is the ideological competition? China. And we are face to face on a difficult border, with outstanding territorial disputes."

"We need to be friendly with China. But on the other hand, an insurance policy is a necessity. That requires a minimum deterrent."

Yet behind India's security concern lies a deeper psychological need: to be regarded as a big player on the international stage. It was this that probably persuaded the new coalition government, led by the Hindu nationalist Bharatiya Janata party, to

carry out the nuclear tests, thus reversing five decades of foreign policy based on moral suasion, not force. Many Indians feel it has been long overdue.

"India is recognising the attributes of a big power - that talk and rhetoric and moralising isn't going to get you anywhere," says Bharat Karnad, professor of national security studies at the Centre for Policy Research. "It's a hard-headed view of the world as it is, rather than the world as Indians would like it to be."

The biggest resentment is that the US seems obsessed with China, in spite of (or perhaps because of) its suspected exports of nuclear technology. Meanwhile, India is treated as a "minor league" player.

The Indian government is likely to have thought long and hard about the likely sanctions response of the outside world to its nuclear initiative. Diplomats in New Delhi admit there may be few sanctions that would really hurt and certainly none that could prevent its further nuclear development. Yet the danger of international isolation is real. The US has to calculate how firmly it needs to respond in order to dissuade neighbouring Pakistan from rushing down the nuclear armaments path itself.

"India has miscalculated before, as when it backed Iraq in the Gulf war," says Damon Britton, head of the Asia programme at the Royal United Services Institute for Defence Studies in London. "The US-India relationship has improved a great deal in recent years. I don't believe they have thought through the consequences. The Indian economy needs foreign investment and foreign technology. The US is its largest source."

Another miscalculation could be with China. "It is not obvious that by being robust to China you persuade it to be nice, to stop arming Pakistan and eventually abandon its own nuclear deterrent," says one western diplomat in Delhi. "It could launch an arms race that India cannot hope to win."

Explosion of self-esteem

Amy Louise Kazmin and Quentin Peel explain why India took the drastic step of testing a nuclear bomb and ask how the rest of the world will react



Mohammed Waheed Sharif, prime minister of Pakistan

Li Jingxi, Chinese foreign minister

Jiang Zemin, president of China

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Anything you can do

tion of Indian stocks. A test could see up a substantial portion of this; a display of its nuclear prowess would thus amount, according to John Simpson of the Mountbatten non-proliferation studies centre at Southampton University, to "ambivalent disarmament".

A Pakistan test would leave Israel awkwardly exposed as the world's only "ambiguous" nuclear state: it has nuclear weapons, but has neither signed the nuclear non-proliferation treaty nor carried out an overt test.

Although nuclear weapons are

not directly relevant to Israel's security problems with Palestine, Mr Simpson believes Israel might now be tempted to use the nuclear issue to resist US pressure over ceding land for peace.

If Washington persists, he suggests, Israel could threaten to declare itself nuclear. The downside would be that Arab states might then pull out of the non-proliferation treaty themselves.

Iraq and Iran are signatories to the treaty. UN inspectors believe Baghdad no longer has any fissile material. However, there is suspicion - though no firm proof - of nuclear

weapons development in Iran. Possibly aware that its test could spur other countries to declare themselves nuclear, India sugar-coated its test announcement by repeating its dedication to "truly comprehensive" disarmament. It said it might now sign new commitments, though that is unlikely to mean the non-proliferation treaty, which Delhi regards as favouring nuclear "haves" (those who had nuclear weapons before 1967) over the "have-nots".

However, India on Monday indicated it would be prepared to consider adherence to some of the undertakings in the comprehensive test ban treaty. For a country that did its very best to block the treaty when it was signed in 1996, this is new.

Delhi appeared to lay down at least one condition - a bar on the very low-yield "subcritical" tests permitted under the treaty for acknowledged nuclear states, together with computer simulations as a substitute for tests. But there appears to be a terrible Catch-22 with revising the terms of the treaty. It may not be possible to renegotiate until it comes into force; yet it cannot come into force until India, one of 40 countries named as a "necessary signatory", ratifies it.

David Buchan

OBSERVER

Airlift airbrush

The American public relations machine looks set for another triumph in Berlin today when President Bill Clinton flies in to hail the 50th anniversary of the Berlin airlift.

Uncle Sam is leading the rearmament celebrating the Allied operation that supplied the 2m West Berliners from June 1948, when the Russians blockaded the city, until a few months after the siege was lifted in May 1949. The US is sending the leader of the free world and an aircraft display: the British are sending a band.

You wouldn't have thought that the idea of an airlift came from the British, who talked the gung-ho Yanks out of forcing land convoys across communist East Germany and then flew side by side with the Americans to take food and fuel to the beleaguered city. Crashes cost the lives of 39 British airmen, 51 Americans and at least nine Germans.

Berlin's city government also forgot a few details about one of its darkest hours: it put together some commemorative buff with lots of pictures of aircraft - all of them American. Some helpful Brits put the city authorities right before it was published.

Walk-on part

Bill Clinton will be spending a couple of days in Germany, but he

can spare only a few hours for next week's 50th anniversary: the World Trade Organisation's Geneva bash to mark the birthday of the world trading system.

Clinton is dropping in on May 18, the day before the official WTO knees-up. Between being whisked to and from the airport and addressing a WTO ministerial meeting, he will be on the ground for four hours - tops.

The schedule does have the virtue of lengthening the odds against any embarrassing encounters with cigar-chomping scourges of capitalism: Cuban leader Fidel Castro is in town for the World Health Organisation's annual jamboree and will be staying on for the WTO beerfeast.

Number crunch
Hungary's Postabank has had a bad couple of years, running up \$60m in losses and suffering a \$130m run when depositors in its core banking business had a bit of a crisis of confidence last year.

The government decided that another bail-out was needed for Postabank's bundle of businesses. A complicated deal involving Russian debt, Gazprom and offshore funds of unclear ownership seemed to be going slowly, so ministers decided that the Hungarian Development Bank and two other state-controlled outfits would put up the cash - giving the development bank a big say over the running of Postabank.

Cops. Postabank sent the three

state bodies an account number that no longer existed. If some bright spark hadn't spotted the slip, the money would have been sent back to the rescuers three days later - after the deadline for the capital injection. This would have delayed the whole process for goodness knows how long, leaving the current management under big boss Gabor Prinz more time to run up more debts.

Prinz now has to prepare for a meeting with his new shareholders to discuss the bank's bad loan portfolio - perhaps as early as next month. The word is that he might even be in another job before the summer holidays. Let's hope any golden handshake finds its way into the right bank account.

Blissful unions
Daimler-Benz's merger with Chrysler could strain the bonds of brotherhood in the international labour movement.

The new company will have a 20-strong supervisory board - 10 appointed by shareholders, 10 by employees. The two companies will each nominate five members, but the word in the US is that the United Auto Workers will get just one of the 10 workers' seats and that IG Metall, the German union movement's biggest battalion, will hog the rest.

Suffragan arrangements would hardly reflect the numerical balance of the workforce - 120,000 at Chrysler and 300,000 at Daimler suggests that a 7-3 split

might be fairer. It looks like the workers of Chrysler have nothing to lose but their chairs.

Stop press

Ignorance of the law is no excuse, they say, and Vietnamese premier Phan Van Khai is doing his bit to spread the word. After all, the socialist republic is keen to become a country governed by laws, rather than the whims of the Vietnamese Communist Party.

The English-language Vietnam News says Khai has instructed the Ministry of Culture and Information "to publish information on laws through the mass media". Decision 02/1998/CT-TTg of the premier's office instructs the media to "devote more space for dissemination of information on laws, and calls on reporters to write more stories about legal issues".

This worthy idea was issued on January 2 and the government rushed into print with it. Yesterday.

High standard
The Rex Grenada Hotel, one of the swiftest hostesses on the eastern Caribbean island of Grenada, was proud to fly the flag of Taiwan at the weekend to boast that Lien Chan, Taiwan's vice president, was staying there on an official visit.

Someone had forgotten that China's delegates to the Caribbean Development Bank meeting were also guests at the Rex. Taiwan's flag didn't fly for long.

Financial Times

100 years ago

Strange Results in Argentina
We learn from the report of the Argentine Conversion Office, as given in our Buenos Ayres newspaper, that some very strange banking results have been obtained in the country during 1897. For instance, the Santa Fe Provincial Bank had at the time of the Government inspection deposits on call amounting to \$2,830 gold and \$912,000 paper, whereas its available cash was \$972 gold and only \$96,180 paper, while, though bills to the amount of \$2,671,431 paper had been discounted, the inspector considered that 80 per cent of these were an irretrievable loss. Another State bank is a creditor to the Provincial Government to the extent of more than the capital supplied by the Government to start it with.

50 years ago

Netherlands Queen Abdicating
The Hague, May 12. Queen Wilhelmina, bowing to "the burden of increasing years," told her subjects and the world by radio to-day that she will abdicate in favour of her daughter, Princess Juliana, early in September. The 67-year-old Queen has reigned over the Netherlands and its colonial possessions for 50 years.

**HUB ZURICH:
40 MINUTES
TRANSIT TIME**

swissair the refreshing airline

FINANCIAL TIMES

WEDNESDAY MAY 13 1998

AS OF MAY 27:
5x A WEEK
ZURICH-SAN FRANCISCO
NONSTOP

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THE LEX COLUMN

Helmut's hope

"Our upswing is coming," say Chancellor Helmut Kohl's election campaign posters. Ah yes, but not yet, have retorted Germany's six leading economic institutes. By shaving their 1998 gross domestic product forecasts by 0.2 per cent to 2.6 per cent and calling for faster reform, they have hardly endorsed his management of the economy.

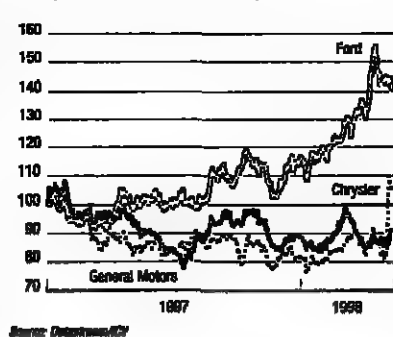
Even after four consecutive monthly dips, seasonally adjusted unemployment is still painfully high at 11.4 per cent. But it is some 0.4 percentage points off its December peak. And the institutes' forecast that the annual average will stay around this level clearly implies further falls in the second half, even if this nuance has been lost in the political hurly-burly.

Domestic demand should continue to strengthen slowly. Higher wage increases and a cut in the solidarity surcharge should fuel a rise in disposable income that will help consumer cyclical stocks, despite a rise in value added tax. And with inflation at just over 1 one per cent hardly a concern for the Bundesbank, the case for an interest rate rise that stifles the recovery looks thin on purely domestic grounds.

If the real impact of this upturn arrives too late to save the chancellor's political hide, investors should draw some comfort from the recent noises from Gerhard Schröder, the Social Democratic party's chancellor candidate. Making lower business taxes a priority is a start. However, large cuts are still unlikely given the need to check the growth of the fiscal deficit.

US car makers

Share prices relative to the S&P Composite



So much for potential. The reality may be less rosy. That is partly because a cut-throat approach to branch closures may not be politically acceptable in Belgium. It is also because Fortis's tough-minded managers have apparently been forced to accept that Générale de Banque's less ruthless top team will continue to play an important role. It is also too early to know which group of shareholders will gain most from this merger - as the terms of the proposed deal have yet to be announced. One thing, though, does seem pretty clear: a merged Fortis/Générale de Banque will be one of Europe's top 10 banks with a market capitalisation over \$30bn. As soon as this deal is digested, the highly-acquisitive Fortis will be sniffing around for the next.

General Motors

With DaimlerChrysler smoothly overtaking on one side and a newly cost-conscious Ford revving up, General Motors is back in the slow lane. Over the past three years its shares have badly lagged behind those of its rivals and the US market generally.

Meanwhile profits have been forging ahead, leaving the valuation at a level that looks low even by Motown's standards. At \$72 a share the group is capitalised at \$48bn. Subtract the near-\$17bn value of GM's 75 per cent stake in separately-quoted Hughes Electronics. The Delphi car parts division should be worth another \$11bn on 10 times forecast 1998 earnings. And the group has a \$7bn cash

hoard. That gives an implied value of \$13bn for the worldwide automotive business (including the GMAC financing unit), which are expected to produce net profits of \$4.4bn this year - a price/earnings multiple of less than three.

A lowish valuation is no doubt deserved. GM's margins are thinner than its peers, and it faces heavy investment to revamp its stale model range and improve efficiency. But the main problem has been that, share buy-backs apart, GM has been unwilling to think more radically. It does not plan to demerge Hughes, while the promised spin-off of Delphi keeps receding into the future. Both these moves could unlock substantial value. Perhaps the DaimlerChrysler merger is the catalyst that will prod GM into action.

Body Shop

Anita Roddick will not appreciate the comparison, but Body Shop's woes call Laura Ashley to mind: controversial chief executive, small but powerful global brand, dual manufacturer/retailer role and troubles in the US. The comparison, of course, is unfair. Body Shop is still making a decent \$38m profit and has a healthy balance sheet. But sluggish sales and stagnant profits, culminating in the appointment of a new chief executive, are evidence all is not well.

Arguably Body Shop was seduced by the power of the brand into believing it could sell itself. This was part naïveté, part arrogance that the group's distinctive roots would allow it to continue succeeding on its own terms. But size demanded conformity. Nowhere has this been clearer than in the US where Body Shop's 280 stores lose money. The ephemeral magic of the global brand may be alluring, but the tills will not jangle without stooping to accommodate local tastes. Moreover, the big jump in stocks is evidence that brilliant product development without retail discipline can be costly.

Will new man Patrick Gournay set things right? That depends on how much latitude he is given. The company is top-heavy, but if the will to reform is there he may yet succeed. At a 50 per cent discount to the market, the shares are cheap. Investors, though, should wait until the changes show up in the numbers before buying.

Brussels criticises plans to introduce a 35-hour week

French and Italian schemes will hit labour flexibility, says Commission

By Lionel Barber in Brussels

The European Commission will today criticise the French and Italian governments' plans to introduce a 35-hour working week.

The Commission argues in its proposed macro-economic guidelines for the European Union that the planned legislation is not conducive to promoting flexible labour markets and job creation.

The Commission is understood to have toned down the criticism, but it is still a pointed reminder to France and Italy that employment policies are no longer "off-limits" for Brussels. EU finance ministers will consider the guidelines next week.

The process of peer review is set to continue today when the Commission debates national plans submitted by the 15 EU member states to act on the 18m people out of work in the union.

The plans stem from an agreement last November that member states should commit themselves to quantifiable and verifiable targets for improving labour market flexibility,

employability, vocational training and reducing the number of people who drop out of school early.

All those under 25 should, in principle, be offered a new start before being out of work for six months. The same guarantee should apply to adults out of work for 12 months.

EU leaders will evaluate progress at the Vienna summit in December. The Commission is reserving the right to make recommendations if it considers that member states are off course, a senior official said yesterday.

Despite the mild criticism of French plans for the 35-hour working week, the initial Commission response to the government's employment action plan is favourable.

The Commission believes that Paris is on course to meet its planned spending to reduce long-term unemployment. "They get a silver medal," said one official.

Sweden, the Netherlands, Denmark and latterly the UK appear to be ahead of the pack on tackling long-term youth unemployment.

France, Ireland, Luxembourg, Spain, Belgium and Finland are strengthening their commitment within clearly fixed targets or timetables, according to the Commission.

Italy, Portugal and Greece are singled out for not supplying sufficient detail on how they intend to meet the 19 guidelines in the agreed timetable. Italy and Portugal are also criticised for not showing clearly how they intend to tackle long-term unemployment.

By contrast, France, Luxembourg, Spain and the UK have offered detailed descriptions of how they are intervening at an early stage to prevent the same problem.

Member states have submitted a welter of information on how they intend to meet the guidelines, but details on spending are sketchy, says the Commission.

One reason is that governments submitted their employment plans after the decisions on 1998 budgets were in place.

German recovery forecast, Page 2
Second coming of Delors, Page 10

Indonesian security forces kill four anti-Suharto protesters

By Sander Thompson in Yogyakarta and Reuters in Jakarta

Indonesian security forces killed four student protesters in Jakarta yesterday, raising concerns that violence was escalating across the country as more people demanded President Suharto's removal from office.

Staff at a hospital mortuary said four corpses, all identified as male students of Jakarta's Trisakti University, had been brought in following a rally of at least 1,000, which blocked traffic on one of the city's main thoroughfares.

Hospital officials said two people had been brought in with gunshot wounds, one with a knife wound and 17 had suffered injuries from beatings.

Dozens of weeping students gathered outside the mortuary. Some observers said riot police had opened fire on the crowd after students beat up an undercover intelligence agent. The assistant rector for student

affairs at Trisakti, a private Christian university, said several students had been injured by gunshots and stones.

Trisakti is one of the most expensive universities in Indonesia. Many of its students are from wealthy ethnic Chinese families or from the families of top government officials. They had previously been less active than other students.

The student protests gained fresh momentum last week when the government sharply raised prices for fuel, public transport and electricity, triggering a rise in food prices and other commodities.

Hospital staff could not say whether yesterday's victims had been hit by real or rubber bullets.

Seven more people were wounded during two demonstrations in Bogor and Kapung, while five peaceful protests were held in Jakarta and one in Yogyakarta. More protests are scheduled for today. Officers beat a bystander to death in Yogyakarta on Friday, and students killed an

undercover agent in Bogor at the weekend. Last week, two protesters were killed after student demonstrations escalated into rioting and looting by thousands of citizens in Medan.

Indonesia's security forces, although powerful, are only 500,000 strong and analysts say they are stretching themselves to contain the protests.

Student leaders say they will mount their largest protests yet on May 20, a national holiday in honour of Indonesia's first nationalist movement in 1908.

"Any crackdown by the army won't stop the students," said Lance Castle, an Australian professor of sociology, who watched protests in Yogyakarta.

"I have never before predicted that Suharto's days are numbered but I can't see how he can get out of this one."

Mr Suharto, 76, is out of the country, attending a summit of emerging nations in Egypt.

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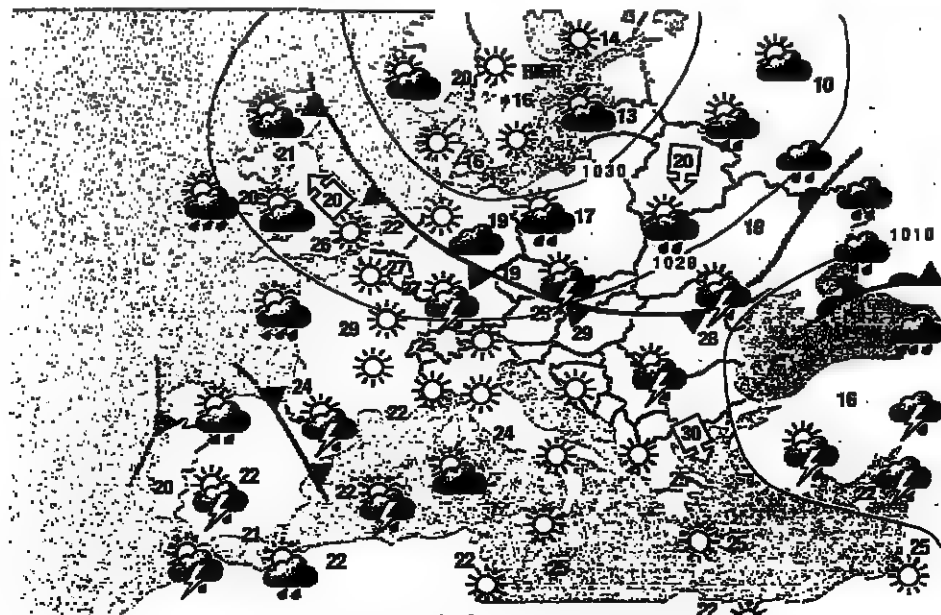
FT WEATHER GUIDE

Europe today

Scandinavia will have plenty of sunshine, although there will be isolated showers in the mountains in northern and western Norway. Central and western Europe will be warm with sunny periods, but afternoon thunderstorms are likely, especially over the Alps. Spain and Portugal will remain unsettled, with sunshine giving way to showers and thundery rain. The central Mediterranean will be sunny and hot. Greece will be sunny, but Cyprus will be thundery. It will be cool and showery in north-east Europe.

Five-day forecast

Central and southern Scandinavia will remain fine with sunshine. North-east Europe will have showers and north-west Europe will become less warm. Spain and Portugal will continue showery, and it will become thundery over southern France, the Alps and Italy.



Situation at midday. Temperatures maximum for day. Forecasts by FT WEATHER CENTRE

TODAY'S TEMPERATURES				Cure				Fair				Shower				Thunder			
Maximum				Barcelona	Rain	20	Cardiff	Fair	27	Frankfurt	Fair	26	Madrid	Shower	22	Rangoon	Rain	10	
Celestus				Beijing	Sun	36	Casablanca	Shower	21	Göteborg	Snow	21	Manila	Thunder	22	Seoul	Fair	24	
				Bellared	Fair	21	Colombo	Shower	23	Helsinki	Snow	21	Manchester	Fair	26	Singapore	Thunder	32	
				Bombay	Fair	21	Dallas	Sun	26	Hong Kong	Shower	30	Medan City	Sun	31	Stockholm	Sun	16	
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INSIDE

C&W to outline European plans
Dick Brown, chief executive of Cable & Wireless, the telecommunications group, is not one to flag his intentions to the world before the moment is right. But at today's results meeting he is promising to set out his strategy for Europe. Most interesting is the planned sale of 20 per cent of Bouygues Télécom, the French mobile operator, to Telecom Italia. The latter is not an obvious partner for C&W, but it is becoming clear that the alliance is the foundation for Mr Brown's territorial ambitions. Page 19

Devaluation fear haunts Caracas
Venezuela has been struck again by political uncertainty and economic volatility. Last week, the mounting uncertainty over the outcome of December's presidential elections combined with weak revenues from oil to push the Caracas stock market down to a 13-month low. And in spite of government claims, the fear of a devaluation continues to affect sentiment. The bolivar continues to appreciate and, by some estimates, overvalued by about 30 per cent. Page 34

Russia's oil barons feel the squeeze
Russia's oil barons, who a few years ago were bragging that they would soon be taking over the oil multinationals, have been battered by the fall in oil prices. But some observers argue that the current price pressure could be just what Russian oil groups need to grow into world-class corporations. Page 24

ADB scales down bond offering
The Asian Development Bank has scaled down today's global bond offering, partly because of continued market concern about the economic and social situation in South Korea and Indonesia. The \$2bn bond will help fund some of the ADB's contribution to the International Monetary Fund-led rescue packages for Korea, Indonesia and Thailand. Page 22

Karachi hit by N-test fall-out
Rising regional tensions in the wake of India's nuclear tests sent Karachi down almost 5 per cent. Bombay recovered from a sharp early fall as investors had second thoughts about the impact of possible international sanctions. Page 34

Investors take courage and sell yen
Investors sold the yen yesterday, taking the risk that the Bank of Japan would intervene for its currency. Japan's Economic Planning Agency said conditions were becoming more severe. Page 23

Indian derivatives contract approved
India's financial regulator has given the go-ahead for the launch of the country's first equity derivatives contract, which will start trading in about three months. Page 18

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Générale backs Fortis merger

Directors of Belgian bank bury differences in unanimous vote to link with financial group

By Neil Buckley in Brussels

Directors of Générale de Banque, Belgium's biggest bank, overcame their differences yesterday and backed a merger with Fortis, the Belgio-Dutch financial group, to create one of Europe's 10 biggest banks, with a total market capitalisation of about \$33.6bn.

The unanimous approval of the 28 directors came as a surprise, only eight days after a meeting secured outright support from only nine directors. The bank has 37,100 employees - 15,000 of them in Belgium - while the twin-centred Belgio-Dutch financial services

group Fortis has more than 35,000 employees. The decision represents a victory for the intense lobbying effort undertaken by Fortis in the last week to convince Générale's directors of the merits of the merger.

Strong pressure has also been exerted by the bank's main shareholder, the holding company Société Générale de Belgique, itself controlled by France's Suez Lyonnais des Eaux. The banking deal is linked to a broader restructuring plan involving the French parent buying out minority shareholders and taking full control of SGB. But Générale

de Banque also won important concessions. Its statement yesterday made clear the bank would keep its identity as the "parent" group of Fortis group's banking arm. That would bring in the Fortis-owned banks CGBR-ASLK, Belgium's fourth-biggest bank by assets, and MeesPierson and VSB in the Netherlands. Générale's chief executive, Ferdinand Chaffart, will retain that role in the enlarged banking group. It will have its own board, including all existing Générale directors and an equal number from Fortis, chaired by Herman Verwilt, Fortis managing director.

ASkyB's satellite deal faces legal block

By Christopher Parkes in Los Angeles

News Corporation's troubled attempt to break into US satellite television yesterday faced its biggest hurdle so far as the government announced a lawsuit to block the media group's \$1.1bn joint venture deal with a cable TV consortium.

The proposed link between News Corp's American Sky Broadcasting and Primestar Partners - controlled by cable TV operators - would be anti-competitive, the justice department said.

Control of ASkyB's licence to operate high-power satellite slots blanketing the US would give Primestar's owners a powerful weapon against the independent satellite companies, which comprise the only viable competition to cable's dominance.

Primestar, a satellite company set up by cable operators to cover mainly rural markets, is at a disadvantage because its medium-power system can broadcast far fewer channels than the 200-plus accessible from high-power systems. Primestar's system, which has 2.1m users, requires large receiver dishes up to 36in across compared with the high-power satellites that beam signals to 18in dishes. This has meant planning laws have tended to reduce Primestar's access to densely populated urban markets.

Seagram move for PolyGram could cost \$10bn

By Alice Rawsthorn in London

Seagram, the Canadian drinks and entertainment group, is formulating a bid for 100 per cent of PolyGram, the world's largest record company, including the 25 per cent of the shares in public issue.

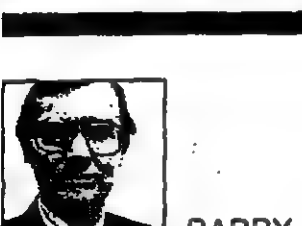
Late last week, Seagram started negotiations to buy the 75 per cent stake in PolyGram owned by Philips, the Dutch consumer electronics concern. It is believed to want full control of PolyGram, and Morgan Stanley, its advisor, is also preparing an offer for minority shareholders. PolyGram was valued at \$18.5bn (\$3.3bn) on yesterday's share price, up 40 cents to \$102.90. But the total bid is expected to cost Seagram up to \$10bn.

Until last Friday Seagram was in talks to acquire EMI, the troubled UK music group. It is believed to be anxious to conclude the PolyGram deal swiftly, but is not expected to agree terms with Philips until next week at the earliest.

Philips, advised by Goldman Sachs, announced last Wednesday that it was reviewing the future of its controlling stake in PolyGram, which owns Europe's largest film producer and distributor, as well as the record labels behind U2, Ali Saints, Bob Marley, Tricky and Jon Bon Jovi.

The deal would turn Seagram into the world's most powerful music group. It could also merge PolyGram's film subsidiary - in which the Dutch company has invested \$1.2bn since 1991 to produce such hit films as *Beethoven*, *Trainspotting*, *Priscilla: Queen of the Desert* and *Four Weddings and a Funeral* - into Universal, its Hollywood studio.

In previous deals, Seagram has been content to acquire a majority stake, leaving a minority holding with other investors. When it took control of the Universal film and music businesses in 1995, Seagram paid \$5.7bn for 80 per cent from Matsushita, the Japanese electronics group, which kept 20 per cent.



BARRY RILEY

Pension fund strategies converge across Atlantic

For years the striking difference between pension funds in the US and the UK was the much higher British exposure to equities. Now, however, investment strategies are converging rapidly in the two countries.

The allocation to domestic stocks is almost the same at a little more than 50 per cent. UK funds still have about twice the allocation to overseas equities, but their exposure has been dwindling.

According to *What Now?*, a report on US pension plans by Greenwich Associates, the equity allocation has risen from 50.6 to 61.5 per cent since 1993. Probably a lot of that increase represents the passive impact of the strength of US equities during this period, and indeed the domestic exposure may have peaked (though the overseas equity allocation will continue to climb from 10.7 to 12.8 per cent by 2000, plan sponsors say).

Over the same period, 1993-97, according to the WM Company, UK funds have reduced equities from 80.1 to 74.4 per cent. This change must have been entirely deliberate. Influences here have included increasing fund maturities and the adoption of a liability-related benchmark, the Minimum Funding Requirement, in the Pensions Act 1995.

There is now the further threat of a UK accounting standard based on market rather than actuarial values, much as in the US. This will encourage risk aversion (ie, lower equity allocations).

Meanwhile, in the US, the cult of equity is still gaining ground. Average expected annual nominal returns on domestic equities have risen from 9.0 to 10.4 per cent between 1993 and 1997. At the same time, expected bond returns and expected inflation have fallen slightly.

Are even these sophisticated professional investors being caught up in irrational exuberance? From the starting-point of sharply higher valuations you might logically expect future returns to be lower, not greater.

This argument is exemplified in the UK context in PDM's *Pension Fund Indicators 1998*, the latest annual edition of which is published this week by PDM, Britain's third-largest pension fund managers.

Averaged over 35 years, annual real returns on UK equities have been 7.5 per cent. Most of this has been derived from a dividend yield of about 5 per cent. Additionally, dividends have grown at 1.5 per cent over retail prices and there has been a positive revaluation effect.

Now, though, the dividend yield is just 2.35 per cent. Add on the same growth and it is



Top billing: As workmen made final preparations for the opening of the 51st Cannes Film Festival, European film directors, producers and actors were expected to celebrate the success of locally made films and a revival in the industry after decades of decline. Report, Page 14

New Deutsche arm in shake-up

By Clay Thorn in London

Deutsche Bank has shaken up the management structure of its new wholesale banking division. The move follows the bank's change of focus in placing a higher priority on Europe and giving north America a lesser role than in past years.

The German bank has refined the roles of the two members of its *Vorstand*, or management board, who are accountable for its "global corporate and institutions" (GCI) arm. This was created by integrating the Deutsche Morgan Grenfell investment bank

and the German parent's corporate banking operation. The change is intended to end months of turmoil, caused by the re-organisation and the new emphasis on Europe. The bank has seen several senior executive departures and suffered from poor morale, especially in the US.

Josef Ackermann will take internal management responsibility for all businesses within GCI. Ronaldo Schmitz will have an external role, focusing on clients in the Americas, Germany and Switzerland.

Bill Harrison, the former BZW chief executive who joined Deutsche this year, becomes vice-chairman of GCI. He will focus on clients in the rest of the world.

The bank is also making clear that its investment banking division - the corporate advisory arm - will be in the vanguard of its new "one face to the client" policy. Other activities, such as equities, will be expected to align their businesses in support of the corporate advisory side.

Traditionally, each member of Deutsche's *Vorstand* has had a product responsibility as well as a geographical remit, an overlap that inevitably led to ambiguity.

Centre stage for Europe, Page 17

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TELECOMS GERMAN OPERATOR SEES CHARGE OF UP TO DM4.5BN AND CLAIMS RULING IS THWARTING ITS CABLE-TV PLANS

Deutsche Telekom hits out at regulator

By Ralph Atkins in Bonn

Deutsche Telekom, the German telecommunications group, said yesterday it would have to take a charge of between DM3.5bn and DM4.5bn (\$2bn-\$2.5bn) because of a regulatory ruling which it claimed would further hurt its loss-making cable television activities.

The announcement knocked DM1.10 off its shares, which closed at DM44.30.

This is the latest setback this year for the group,

which since January 1 has faced full competition in its main domestic market.

Some analysts warned that if it took the full DM4.5bn as provisions, the group might be unable to maintain its 1998 dividend at DM1.20 a share. They expect pre-tax profits this year of about DM7bn, against DM7.2bn in 1997.

Deutsche Telekom revealed this year that its cable-TV interests, which have 17.4m subscribers, lost more than DM1bn last year.

Yesterday, it complained

that the telecoms regulator was thwarting plans to raise prices by ruling last month that two-thirds of a price increase introduced in November last year would have to be rescinded from January next year.

The group said it would challenge the ruling in court but warned: "The decision gives rise to uncertainties as to whether further price adjustments in the cable sector will be accepted."

Deutsche Telekom's reaction reflected the tough line taken by Klaus-Dieter

Scheurle, the telecoms regulator, against the partially privatised group.

However, the Bonn-based authority yesterday expressed "astonishment" at Deutsche Telekom's reaction. It said its ruling on cable-TV charges could yet be revised if Deutsche Telekom stepped up investment in the cable business.

Meanwhile, the size of provisions proposed by Deutsche Telekom and the possible effect on the dividend raised suspicions that it wanted the German govern-

ment - still its largest shareholder - to exert a greater influence over the independent regulatory authority.

Deutsche Telekom is accelerating the reorganisation of its cable business into a separate subsidiary with the aim of seeking partners to take stakes in regional operations. It has not ruled out selling the entire business, although there is a shortage of potential investors interested in buying more than a part.

Gerd Tönnies, Deutsche Telekom board member,

warned future earnings could be affected by other "crucial" regulatory decisions in the months ahead. These include a decision expected in July on the terms on which Deutsche Telekom has to offer "unbundled" access to competitors using its infrastructure to connect to the homes of potential customers.

A second decision affects the terms on which companies that have not invested in their own infrastructure can simply "resell" Deutsche Telekom services.

Danish strike takes toll on SAS

By Tim Bart in Stockholm

Scandinavian Airlines System yesterday said it had lost SKr250m (\$92.8m) during the recent 11-day national strike in Denmark, which halted services in and out of Copenhagen - the carrier's main international hub.

The airline - 80 per cent owned by the governments of Norway, Sweden and Denmark - warned losses incurred during the industrial action would be compounded this year by SKr400m of exceptional charges associated with the introduction of its new Boeing 737 fleet.

Jan Stenberg, chief executive, said operating income this year would be largely flat compared with 1997, in spite of sharply higher first-quarter profits.

In the first three months of this year, SAS reported pre-tax profits of SKr619m - compared with a loss last year of SKr269m - on operating revenue up from SKr4.25bn to SKr4.49bn.

Although the figures were flattered by a SKr277m gain on the sale of aircraft, Mr Stenberg said SAS had enjoyed strong yields among full fare passengers and a 15 per cent increase in intra-Scandinavian traffic.

"However, the first quarter traffic and yields trend and reduction in unit costs are better than expectations for the full year," he added. "It remains necessary to achieve a reduction in unit costs in 1998."

Analysts expect SAS to further reduce costs by turning out maintenance and repair of its new Boeing 737 fleet to Lufthansa, its German partner in the Star alliance. Such a move, however, could prompt strong opposition from some of SAS's 80 unions, which would fight cost-cutting measures involving large scale redundancies in the Nordic area.

In the first quarter, overall production and traffic volumes rose 5.6 per cent, while unit costs fell 5 per cent, adjusted for currency effects. That helped lift the gross profit margin from 2.1 per cent to 9 per cent.

Mr Stenberg said the airline had maintained its market share in spite of intensifying competition, particularly from low cost carriers, and overall capacity utilisation rose 1.4 percentage points to almost 80 per cent.

Profits in the airline division reached SKr598m, against a loss of SKr248m, while the international hotel arm showed a gain of SKr16m compared with a deficit of SKr17m.

The carrier, which recently decided not to proceed with an auction of its hotel activities, said it was seeing solid growth in hotel occupancy.

Of the group's separately quoted holding companies, SAS Sweden reported earnings per share of SKr2.78, SKr2.35 at SAS Norway and SKr2.51 at SAS Denmark.

Issue details hit SGS-Thomson shares

By Vincent Boland in London and Robert Graham in Paris

Shares in SGS-Thomson Microelectronics, the Franco-Italian semiconductor maker, fell 6 per cent on the Paris bourse yesterday after the company unveiled details of a \$1.6bn global share offering due to start next week.

The shares closed FFr32 lower at FFr498 after SGS-Thomson said it would issue 8m new shares, which would raise FFr1.6bn (\$232m) at yesterday's closing price. Meanwhile, its majority owners, which include the

French groups CEA Industrie and France Telecom, will dispose of 18m shares, raising a further FFr50m.

The group also plans a convertible zero-coupon bond which would require issuing another 4m shares and raise an additional \$90m.

Although the transactions were not a surprise, analysts said investors were taking profits ahead of the issue of new shares after a sharp rise in recent days and amid growing concern about the impact of Asia's financial crisis on the semiconductor industry.

The offerings are being led by Lehman Brothers, Deutsche Morgan Grenfell and Morgan Stanley Dean Witter. An investor roadshow will begin next week, and the offer price will be fixed in the first week of June.

Bankers said the shares would be offered to investors in the US and Europe, raising the free float from 30 per cent now to about 47 per cent of SGS-Thomson's equity. In addition, the shares will be listed on the Milan stock exchange, complementing listings in New York and Paris.

The French and Italian governments have given the go-ahead for the offerings, which were originally planned for last autumn but were put on hold when SGS-Thomson's share price tumbled in the wake of the Asian financial crisis and slower demand for its products.

The company will use the proceeds of its 3m share issue to finance investment plans. On Monday, the group announced a \$1bn investment plan in France and Italy, of which half was for a new-generation 300mm wafer facility at Crolles, near

Grenoble, in south-east France.

France and Italy hold equal 34.6 per cent stakes in SGS-Thomson, but the French government in particular is anxious to prevent the public-sector stake falling below 51 per cent. After the new issue and the share sale, the respective holdings will remain equal.

France Telecom currently owns 16.9 per cent of SGS-Thomson; CEA Industrie controls 17.6 per cent; and IRI and Comitato CIR, the Italian state companies, hold the remaining shares.

PolyGram's uncertain future threatens Europe's rising star

The region's film industry would lose if control of the successful Dutch entertainment group passes to Seagram, writes Alice Rawsthorn

When Europe's film directors, producers and actors gather on the Boulevard de la Cinéma today to toast the opening of the 1998 Cannes Film Festival, they will have plenty to celebrate.

The European film industry is enjoying a revival after decades of decline. Cinema admissions are rising across the region. The success of locally-made films - such as *The Full Monty*, *Trainspotting*, *The Fifth Element*, *Bean* and *The English Patient* - has encouraged Europe's media groups and the US movie studios to increase their investment in European production.

Yet the plight of PolyGram, the Dutch entertainment group that has been one of the chief catalysts for the industry's resurgence, casts a pall over the Cannes celebrations. PolyGram has spent \$1.2bn since 1991 on establishing Europe's biggest film producer and distributor unit to face the threat of its being gobbled up by Hollywood.

Philips, its Dutch parent company, is discussing the sale of its 76 per cent stake in PolyGram to Seagram, the Canadian group which owns Universal, one of the oldest Hollywood studios. If the deal goes through, PolyGram's film subsidiary, now preparing to release *Phenomenon* and *Maclean*, a \$15m high-waistman romp, as well as shooting a \$40m follow-up to *Four Weddings in London*

PolyGram's progress in the film sector is only one of a number of factors to have contributed to the upturn in the European industry's fortunes, but it is undeniably an important one.

The chief catalyst for the revival has been the construction of new US-style multiplex cinemas throughout the region. Nearly 4,000 screens have opened in Europe since 1990, according to Dodona, the research consultancy, and at least 3,500 others should be completed by 2002.

Access to so many additional screens has made it easier for European-made films to secure distribution. Meanwhile, the new generation of commercially-minded European film makers, such as Luc Besson and Danny Boyle, directors of *The Fifth Element* and *Trainspotting* respectively, has produced a genre of European pictures with broad international appeal.

PolyGram has financed several recent European hits including 1994's *Four Weddings and A Funeral* and 1997's *Bean*, both of which grossed about \$25m worldwide. These successes have encouraged it to back bigger budget films. Working Title, PolyGram's largest UK production subsidiary, is now preparing to release *Phenomenon* and *Maclean*, a \$15m high-waistman romp, as well as shooting a \$40m follow-up to *Four Weddings in London*

and finalising plans for a \$70m *Thunderbirds* feature.

PolyGram's expensive new film division has yet to make a profit, although it is scheduled to move into profit next year. However, the sight of a Dutch company coming so close to establishing a credible competitor to the Hollywood studios has prompted other European entertainment groups to increase their investment in film.

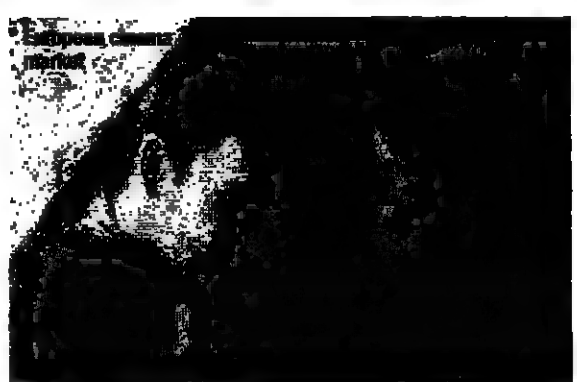
Gaumont, the French cinema group that has traditionally backed a couple of low budget films a year, poured \$60m into *The Fifth Element*, the most expensive European-financed film ever made. It took \$25m worldwide, becoming 1997's highest-grossing picture.

The group is now preparing to back other ambitious English-language movies. Pathé, its arch-rival, is stepping up its French production activities, and has backed one of the UK's National Lottery-subsidised film franchises, *Canal Plus*, the French pay-TV group that staged an ill-starred foray into Hollywood during the early 1990s, recently agreed to plough \$100m into a US-based co-production joint venture with the Warner Bros studio. Similarly, Granada and Channel 4, the UK media groups, are committing more money to film production.

Hollywood is also investing heavily in European films, inspired by PolyGram's hits and US-financed successes, such as *The Full Monty*, produced by 20th Century Fox, and *The English Patient*, backed by Walt Disney's Miramax subsidiary.

Last autumn, Miramax committed \$50m to HAL, a new UK-based production company run by the old Channel 4 film management team. Sony Pictures has since unveiled plans to invest nearly \$80m in German film and television productions. Fox and Universal have recently been courting European producers.

If Seagram pulls off the PolyGram deal, Universal will inherit a ready-made



European film production and distribution business. The Canadian group's main motive is to gain control of PolyGram's record companies, but the European film industry's prime source of finance and its most vocal lobbyist to the European Commission and national governments would fit neatly into Universal.

PolyGram's attempt to become the first European company to vie successfully with Hollywood would be brought to an abrupt end, leaving Canal Plus, Pathé, Gaumont and their foes to pitch for the vacant post as Europe's most powerful film group in time for next year's Cannes festival.

Foreign sales accounted for 13 per cent of Ruhrgas's 1997 group turnover of DM16.13bn (\$9.08bn), up from DM15.2bn in 1996. Net income increased from DM699m in 1996 to DM714m last year. Ruhrgas is owned by several German industrial groups, including Mannesmann, Krupp and Veba, and the subsidiaries of international oil companies such as BP, Shell and Exxon through a network of holding companies. Peter Norman, Essen

SAB to focus on core beverage business

By Victor Mallet in Johannesburg

South African Breweries said yesterday it would concentrate on its core beverages business in Africa and overseas as it announced provisions of R1.1bn (\$217m) against the disposal of other parts of the conglomerate.

The provisions include R600m for the completed sale of OK Bazaars, the downmarket South African retail chain, and R500m for other possible write-offs

against non-core operations. The shares fell 6 per cent, to R151, on a weak Johannesburg Stock Exchange, after the company announced a steep decline in fully diluted earnings per share, from 65.2 cents the year before to 33.5 cents in the year to March.

Pre-tax profit was up 9 per cent, from R3.42bn to R3.73bn, on turnover ahead 12 per cent to R32.40bn. Net earnings from operations - before the provisions - rose 15 per cent to R3.1bn.

SAB lifted its dividend for the year by 15 per cent to 380 cents.

The group has already sold some of its diversified South African holdings and negotiations are under way on others, including Lion Match, Conshu Holdings, a footwear and clothing company, and De Gama Textile.

"It is expected that the balance of the group's smaller non-core subsidiaries will be disposed of shortly," SAB said. However, SAB would not be drawn on the future of

larger non-beer subsidiaries such as Belron, the international autoglass business, or Edgars, the southern African clothing retailer.

Asked if in five years it was safe to assume that SAB would be a beverage company, possibly with gaming and hotel interests, Graham Mackay, group managing director, said: "I wouldn't say it was a safe assumption. It is a fair assumption."

SAB has been expanding quickly into new markets in Africa, China and eastern Europe in recent years.

and Mr Mackay did not rule out the possibility of a big international acquisition.

Heineken, the Dutch brewer, plans to discontinue its introduction of the Amstel pilsener and 1870 brands in the US market, choosing instead to concentrate on the low-calorie Amstel Light, according to Dutch press reports, reports AFZ News in Amsterdam.

Heineken last year began its campaign to market the pilsener and 1870 beers alongside the light beer.

NEWS DIGEST

RETAILING

Ahold mulls expansion in UK, France and Germany

Ahold, the Dutch-based supermarket chain, is considering moves into the UK, France and Germany as part of a rethink of its direction in Europe. The company, which ranks among the world's leading food retailers, derives most of its income from the US and is expanding into Latin America and Asia.

However, apart from the Netherlands, where it is market leader, Ahold's European expansion has until now concentrated on southern and eastern countries.

Dees van der Hoeven, president, said yesterday: "We are revisiting our European strategy - asking whether it is not important for critical mass that we should have a presence in the bigger countries." He named the German, British and French markets as well as Italy, which has long been on Ahold's shopping list.

With concentration in the sector accelerating, especially in the US, "we will end up with six or eight global players", he said ahead of the group's annual meeting. Ahold had a wider geographical spread than most of its rivals, and saw economies of scale worldwide as well as on a national and regional basis. Mr van der Hoeven had previously ruled out the UK as a market fought over by a small number of strong companies. Ahold officials are impressed, however, by the success of Tesco in winning market share from Sainsbury.

In the first 16 weeks of the current year, sales from Ahold's operations in Portugal, Spain, the Czech Republic and Poland rose 18.1 per cent. But at Ft 820m (\$410m), they brought in less than its Brazil operation. Worldwide sales, excluding value added tax, were 14.8 per cent ahead at Ft 16.1bn. Gordon Grubb, Amsterdam

PAY-TV

German groups revise proposals

The European Commission's competition authorities may yet clear a proposed German digital pay-TV venture between Kirch Group and CLT-Ufa, the media groups, following last-minute concessions by the companies. An unnamed Commission spokesman was last night quoted by the official German press agency as saying that the concessions, made in a meeting between Karel Van Miert, competition commissioner, and directors from the two companies, went "in the right direction".

CLT-Ufa, in which the media group Bertelsmann has a 40 per cent stake, confirmed the companies had presented the Commission with revised proposals but refused to give details. The concessions are believed to be unrelated to the technical aspects of the deal. In previous negotiations with the Commission, Kirch and CLT-Ufa offered to surrender some of the pay-TV broadcast rights to popular Hollywood films to third parties. The Commission is due to rule on the case by June 3. Frederick Stüdemann, Berlin

IMI-SAN PAOLO

Bank plans property spin-off

IMI-San Paolo, the new banking group formed by the merger of the Rome-based IMI and the Turin-based San Paolo, plans to spin off its property assets, worth about L2,700bn (\$1.5bn), at the end of October or early November. Luigi Meranzana, joint chief executive of the combined banking group, Italy's largest, said in Milan yesterday the spin-off was not a window dressing operation but reflected the fact that "bankers are not property experts". It was better to entrust the running of these activities to professional property managers. The bank plans to float the new property company on the stock market, while retaining a 20 per cent stake in the venture.

The move is the latest in a growing trend by large Italian groups to spin off their property assets. Paul Betts, Milan

GAS DISTRIBUTION

'Barriers' thwart Ruhrgas

Ruhrgas, Germany's biggest gas distribution company, said yesterday its European ambitions were being thwarted by national restrictions. "Our aim is to make Ruhrgas a European gas company on the market side," Friedrich Späth, managing board chairman, said yesterday. However, he predicted difficulties in spite of a new directive to open 40 per cent of the European Union gas market in stages over the next 10 years. "Most countries have barriers and are disinclined to welcome new suppliers," he said. Mr Späth said the group's gas sales abroad could double in the next 10 years, after increasing 7 per cent last year to 24bn kilowatt hours. But last year's foreign deliveries - to Switzerland, the Czech Republic, Hungary, Austria and Liechtenstein - were mainly outside the EU. So far this year, the group has signed agreements to deliver gas to Luxembourg and Romania, as well as to France, through its UK subsidiary.

Foreign sales accounted for 13 per cent of Ruhrgas's 1997 group turnover of DM16.13bn (\$9.08bn), up from DM15.2bn in 1996. Net income increased from DM699m in 1996 to DM714m last year. Ruhrgas is owned by several German industrial groups, including Mannesmann, Krupp and Veba, and the subsidiaries of international oil companies such as BP, Shell and Exxon through a network of holding companies. Peter Norman, Essen

LIFE ASSURANCE

Swiss group trebles income

Swiss Life/Rentenanstalt, the recently demutualised Swiss life insurer, more than trebled its net income in 1997 to SFr152.5m (\$103m). The 20 per cent growth in the company's gross premiums to SFr16.7bn was in line with earlier forecasts, but the rise in net income was well ahead of the SFr105m forecast.

The company will give more details when it releases its full figures today. It plans to pay a SFr4 a share dividend. UBS, Switzerland's biggest bank, owns 25 per cent of Swiss Life/Rentenanstalt. There have been rumours that it might follow the example of Credit Suisse, which last year bought Winterthur, and take full control of Switzerland's biggest life insurance company, William Hall, Zurich

Warring Andersen sisters keep mum ahead of Paris court case

By Jim Kelly, Accountancy Correspondent

One minute the sister firms of Arthur Andersen and Andersen Consulting are tearing each other apart in a public row destined to end in divorce. Next, silence envelopes them both. So what is going on behind the scenes in the case of Andersen versus Andersen?

All that both parties will say is that they have taken their dispute to the sumptuous surroundings of the Paris-based International Court of Arbitration, run by the International Chambers

of Commerce. The appointment of an arbitrator is understood to be imminent.

Since March, when a New York federal judge in effect pointed the warring parties to the ICC, the two sides have followed the lead of the court itself in refusing to comment, even privately. So will we have to wait years to find out what happens next?

Probably not. Statistics issued by the ICC this week show that in many cases the parties to arbitration settle out of court - most often at the very beginning or after the very end of the official arbitration process.

In 1997 the court set in motion 376 cases but 196 cases were withdrawn - and of those, 130 were taken out of court in the very early stages. If the parties in Andersen v Andersen follow this pattern, a settlement could be close.

Both sides must want to end the damaging row which has tarnished their image. The two firms, separate businesses in almost all respects, are joined through their umbrella organisation Andersen Worldwide.

Their argument is about competition in the consulting sector and control and

equity in the organisation. Arthur Andersen, the accountancy firm, is accused of trespassing on Andersen Consulting's patch.

Meanwhile, Andersen Consulting objects to continued cross-payments it has to make to Arthur Andersen - which has a majority on the board of Andersen Worldwide.

Leaving the dispute in limbo must be damaging both businesses.

In spite of claims that only a handful of partners are concerned, it is undoubtedly a distraction at a time of rapid growth and change in

their sectors. Arthur Andersen, for example, faces the problem of whether to expand its own consulting arm to anticipate a divorce.

Lawyers familiar with the court say a settlement often comes when the two teams finally meet in Paris and begin to argue over the case's terms of reference. Legal costs alone for big cases are estimated at \$10m for each party. But the ICC is understood to view the Andersen case as one of the most complicated it has ever had to face, and the costs could be far higher.

The arbitration process

could take years. Six months is supposed to be the timetable, but lawyers say that is often not met and that two years is more likely; other cases have lasted more than a decade.

Despite advice from lawyers, many parties to the court do wait until the last moment to settle. "It's fear," says one lawyer who knows the court well. "If you let it go to the court's verdict, then you have lost control. So the sides often settle right at the last moment."

But it is more likely the teams will select a third party outside the court pro-

cess to try to hammer out a settlement sooner rather than later.

Of the likely outcomes, anything short of a complete divorce seems difficult to contemplate. Enough bad blood has been shed to make an accommodation difficult with existing personalities.

It is more likely that the court will decide on divorce - but at a price. The question then is who pays.

Arthur Andersen's best outcome would probably be to get the court to agree that Andersen Consulting has in effect broken partnership agreements and must pay

for the damage. Andersen Consulting's best outcome would probably be to claw back the income payments it has already made and ask the court to dissolve its links with the rest of the organisation.

Between lies a gulf which both sides must be anxious to fill.

Over the past year, with revenues rising at more than 20 per cent in some areas, both have been able to play a waiting game. But it seems unlikely they will leave their fate in the hands of others for much longer.

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Thanks to D2, Arcor and our participations – Omnitel and Infostrada in Italy, and Cegetel in France – we're well on our way to becoming the leading private telecom provider in Europe. In digital mobile telecommunications, D2 is already market leader in Germany. Today, the Telecommunications segment generates the Group's **ARCOR** biggest earnings contribution.

Your advantages.

With Arcor and D2 we aim to offer all the advantages of an integrated communications company and are already realizing marketing and cost synergies for the benefit of our customers. Arcor runs a high-performance, full coverage wireline network, reaching the heart of every city

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COMPANIES & FINANCE: ASIA-PACIFIC

SOUTH KOREA FEAR OF NEW WAVE OF BANKRUPTCIES AS COUNTRY'S COMMERCIAL BANKS THREATEN TO CUT LENDING TO 'NON-VIABLE' CONGLOMERATES

Seoul bourse tumbles after banks warn on lending

By John Burton in Seoul

A threat by South Korean commercial banks to cut lending to 11 "non-viable" conglomerates, or *chaebol*, caused the Seoul bourse to plunge to a near 11-year low yesterday because of fears of another wave of corporate bankruptcies.

The decision by the banks reflected a new "get-tough" policy by the government to accelerate *chaebol* restructuring after leading industrial

groups last week announced plans to reduce large debts by selling \$30bn in assets. Ssangyong, South Korea's sixth largest conglomerate, yesterday said it planned to sell \$1bn in assets, including stakes in its leading businesses, to foreign investors.

A senior presidential aide said the government planned to use the banks to impose financial discipline on the *chaebol*. Kim Dae-jung, Korean president, recently promised new bank and cor-

porate reforms by the end of the month. Analysts have criticised the slow pace of corporate reform in the wake of the nation's financial crisis last winter, triggered by excessive borrowing by the *chaebol*.

The banks, worried about the depletion of their capital if more *chaebol* go bust, have propped up 11 nearly bankrupt industrial groups with emergency loans since October. They include the Dong-ah construction, Haitai

food, and Kohap textile groups.

The Seoul stock market, which closed at 351.86 points after dipping to an 11-year low, was affected by reports that Dong-ah's engineering unit and Kyunghyang Construction had been declared bankrupt, and that the Kookmin group had narrowly escaped insolvency.

Under state pressure, the banks said they would assess the chances of survival of at least 60 large

troubled companies with bank loans of more than Won250tr (\$190m) by the end of May.

Officials said the emergency loans were depriving funds to healthier companies as the banks concentrated on saving distressed groups.

They suggested the government's willingness to allow some medium-sized *chaebol* to collapse would put added pressure on the leading groups to implement promised restructuring.

although doubts remain whether foreign investors will be prepared to buy up to \$20bn in assets.

Companies that are determined to survive despite high debts will be subject to restructuring plans drawn up by the banks by July.

The banks also promised to give more financial support to small businesses that have had trouble raising capital as the large *chaebol* dominate bank borrowings.

announced yesterday at Ssangyong includes Ssangyong Cement - the group's main company - selling a stake of up to 28 per cent to foreign investors. The cement company will also sell some of its operations.

The group will reduce its stake in troubled Ssangyong Securities to below 8 per cent and spin it off. Other assets to be sold include the Yonggong ski resort, a golf course and a cement plant.

Ssangyong said it would concentrate on two or three core businesses as it sought to pay back debts of Won3,530bn by 2002 and reduce its net debt-equity ratio to 150 per cent.

Ssangyong threatened with bankruptcy last December because of debts of Won3,400bn at its car subsidiary, Ssangyong Motor, was saved from collapse when Daewoo agreed to take over the car company and assume half of its debts.

MLC, National Mutual hit by failed merger

By Gwen Robinson in Sydney

The abrupt cancellation of the planned A\$5bn (\$US\$1.7bn) merger between National Mutual and MLC, two of Australia's leading insurance and financial services groups, yesterday shook investors and redrew the competition lines in the country's insurance and financial services sector.

Shares in National Mutual, which is 61 per cent-owned by French insurer Axa-UAP, fell 7 per cent to A\$3.60, while those of Lend Lease, MLC's parent, fell 4 per cent to A\$5.36.

The companies cited unresolved issues regarding the terms of exit from the merger should either side be unhappy, and the degree of autonomy to be accorded the merged entity's management.

The merger proposal, which was widely approved by analysts and shareholders when it was announced in January, would have created one of the region's largest financial services groups with assets under management of about A\$51bn.

The failure of the deal has left AMP, Australia's largest insurer, the clear leader in the sector with about

A\$150bn funds under management just before its June listing on the Australian and New Zealand stock exchanges.

The National Mutual-MLC merger was set to challenge AMP with strong growth prospects. The two groups had estimated cost savings of at least A\$300m a year for three years with recurrent savings of nearly \$1bn from their combined operations.

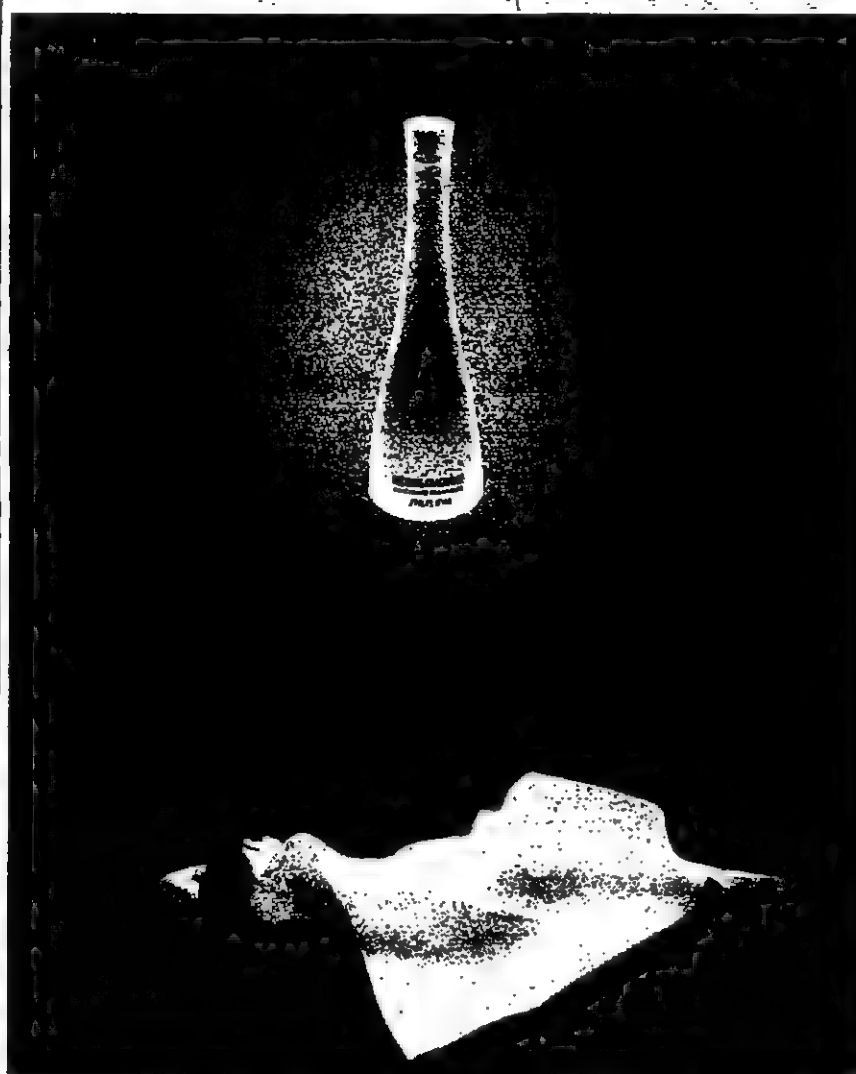
Analysts said the core of the problem was differences over the respective roles of Lend Lease and National Mutual and their relationship to the merged entity.

Under the agreement announced in January, National Mutual would have owned 51 per cent of the merged entity. Voting rights, however, were to be shared for three years, after which National Mutual would gain full voting control.

Geoff Tomlinson, National Mutual managing director, said he was "very disappointed" with the failure of the plan, but did not envisage any negative impact on the company's earnings in the short term.

David Higgins, Lend Lease managing director, said MLC would reactivate its search for acquisitions.

Shiseido upbeat despite pre-tax fall



Sweet smell of success: Shiseido shares rose 3% yesterday on news of a buy-back

By Graham Tett in Tokyo

Shiseido, the Japanese cosmetics company, still sees potential for growth in domestic and overseas markets this year, in spite of difficult economic conditions and lower profits in the year just ended.

It projects a 5.5 per cent increase in sales for the current year and 18.5 per cent growth in pre-tax profit, but net profit is seen steady, with a 0.5 per cent increase.

The company said it would pursue a growth strategy, and carry on with management restructuring and cost-cutting in some divisions.

For the year ending March 31, consolidated sales rose 5.5 per cent to a record ¥620bn (\$4.7bn), but pre-tax profits fell 6.3 per cent and net profits were 11.9 per cent lower at ¥18.9bn.

Earnings per share fell 15.6 per cent to ¥40.15, but the dividend was raised ¥0.75 to ¥13.25, with a further ¥0.75 increase planned for the current year.

Return on equity fell from 5.1 per cent to 4.2 per cent, but Shiseido said its goal was to achieve at least 7 per cent within three years.

Most of the increase in sales came from overseas markets, with sales in Japan flat.

increased 8 per cent, while North American sales were up 64.1 per cent, and Europe rose 15.1 per cent.

The company is maintaining its target of achieving a 25 per cent ratio of overseas sales by 2001, but said this was not because of difficulties in the home market.

Shiseido, which expanded aggressively in several Asian markets last year, said that regional crises had had a limited effect on results, as Asia accounted for just 26 per cent of overseas sales.

The company's main markets in Asia are Taiwan and mainland China, which have been less affected by the regional problems. Shiseido said it still saw the Asian markets as having strong long-term prospects.

The announcement of a plan, which is subject to shareholder approval, to buy back up to 9.9 per cent, or 42m, of its shares lifted the price 3.1 per cent to ¥1,799 on the Tokyo stock exchange.

Akira Genma, president, said that the share buy-back programme was a medium to long-term plan, and the number of shares involved would depend on conditions, including future cash flow.

Shiseido is holding extra cash after dissolving SFC, a loss-making finance subsidiary. This resulted in an extraordinary loss of ¥17.8bn, but also released capital to be directed elsewhere.

Japanese loans group up 11.5%

By Graham Tett in Tokyo

Promise, one of Japan's largest consumer finance companies, reflected the continued rise in demand for consumer loans in Japan with an 11.5 per cent rise in net profits last year to ¥38.7bn (\$29bn).

Revenues advanced from ¥198.9bn to ¥220.3bn in 1997.

Bad loans remained relatively limited. The bad-debt ratio stood at 2.5 per cent of all lending, slightly up from 2.3 per cent the previous year, Promise said.

The results provide a sharp contrast to most other areas of Japan's financial sector, such as banking, where companies are struggling under a huge weight of bad loans and falling revenues.

Shares in Promise have risen sharply over the past year. After touching ¥4,500 in May 1997, the shares rose to a peak of ¥7,850 in January and yesterday closed at ¥6,880 before the results were announced.

Some observers believe that the recent rapid expansion of the consumer finance sector may now be slowing. Promise yesterday admitted that its loan growth had recently eased: in 1997 loans rose only 10.8 per cent, compared with 15 per cent the previous year.

Paul Heston, of Deutsche Morgan Grenfell, said: "Groups like Promise have been innovative and growing fast, but there may be storm clouds on the horizon now."

Since the 1980s, companies such as Promise have carved out a niche in the consumer finance sector by offering a service which is more flexible than that of many banks.

During the past year, for example, Promise has opened 300 unmanned branches which can provide loans to consumers at short notice.

It plans to open another 200 over the next three years, and the group is also considering expanding its operations in Taiwan and Hong Kong.

To fund this, the group yesterday said it would issue 10m new shares over the next year, or some ¥700bn worth.

This will raise the company's total issue to 118.6m shares.

Creditors in legal move to rescue Alphatec

By Ted Barnicle in Bangkok

Creditors of Alphatec Electronics, the troubled Thai semiconductor company, yesterday filed a court petition to rehabilitate the company under Thailand's newly enacted bankruptcy law.

The petition is the first big corporate rehabilitation sought under the new bankruptcy act, which came into effect last month. The move by creditors, who also control Alphatec's board of directors, is an attempt to push aside Charn Uswachoke, Alphatec's founder and leading shareholder, and involve nearly \$450m in overdue debt.

Earlier this year, Mr Charn filed a creditor-sponsored rehabilitation plan for Alphatec by refusing to

name formally Price Waterhouse as the company's auditors. Last year Price Waterhouse detected "improper transactions" worth at least \$110bn (\$850m), orchestrated by Mr Charn.

The creditors' petition proposed that Price Waterhouse act as the administrator of the rehabilitation plan. Separately, the creditor steering committee appointed Indusree W.L. Carr Securities to advise it on the restructuring.

Bankers say any viable rescue of Alphatec involves ousting Mr Charn from any say in the company's future, a substantial debt-for-equity swap by leading creditors, and an injection of capital by a new investor, preferably an electronics or computer company.

aged to survive since August 1997 thanks to the considerable efforts of employees, management and suppliers, as well as the loyalty and patience of its customers. But both time and patience are running out," Alphatec said.

Both the company and the petitioning banks wish to see a speedy process through the courts.

Thailand's new bankruptcy law will be tested in the Alphatec case. There is no specialised bankruptcy court or judges with significant financial experience. Mr Charn - according to late amendments to the law he helped to insert through his position as a Senator - can object to the administrator proposed by creditors, and if the rehabilitation plan fails, creditors must wait at least five years before they can foreclose.

Modern markets demand modern tools

Krishna Guha reports on how India's NSE won the battle for a derivatives contract

India's financial regulator has given the go-ahead for the launch of the country's first equity derivatives contract, which will start trading in about three months.

The Securities and Exchange Board said it had approached the finance ministry to secure the necessary amendments to ensure that the contracts are enforceable under Indian law.

The announcement, greeted with jubilation at the National Stock Exchange, means the NSE has won a battle within the financial establishment.

M. G. Damani, former chairman of the Bombay Stock Exchange, fought the proposal, arguing that India was not ready for derivatives.

His views are shared by many small stockbroking firms that fear they will not be able to compete in a derivatives market.

India's regulators were won over by the argument that a country's investors and businesses need modern financial tools to manage risk. "The demand [for derivatives] is there already," says Balaji Srinivasan,

assistant director at Jardine Fleming and a member of the Gupta committee that drew up the derivative plans.

The Securities and Exchange Board has now accepted the proposal to proceed in stages, starting with an equity futures contract based on the NSE 50 index of leading shares, followed later by index options and options on individual shares.

The first step, equity index futures, will mainly benefit portfolio investors. Fund managers will be able to use the NSE 50 contract as an off-the-shelf hedge.

The next stage, equity options, will enable fund managers to offer index tracker funds and low-risk products, which could give India's lagging mutual fund industry a new lease of life.

P. J. Nayak, executive trustee of Unit Trust of India, the country's biggest fund manager, says derivatives will only be useful if the contracts are liquid, well priced and supported by solid clearing systems. This "requires a leap of time and faith to when the market is well established," he says.

Analysts say that India has chosen the right contracts to begin with, but question whether the underlying market is strong enough to support the derivatives superstructure.

For a derivative contract to succeed it needs a deep, liquid and transparent underlying market which offers ample opportunities for arbitrage between the futures and the stocks.

There is concern about how much liquidity there really is in India's markets - much turnover results from speculators moving positions from one exchange to another.

Also, trading costs remain high and there is a lack of transparency. "We still have a very considerable amount of market manipulation in India," says Mr Gupta. However, he adds that the NSE 50 index future would be much harder to rig than individual stock options.

Mr Gupta suggests India could use derivatives as a lever to accelerate its evolution. "Introducing derivatives will help make discipline in the cash market better," he says.

The risks are high. But there are also costs of not proceeding as planned. Indian companies already seek over-the-counter derivative contracts offshore through subsidiaries, and there is a risk that an offshore exchange could take advantage of inaction to launch its own futures contract on the Indian market. "If we wait five years," says Mr Srinivasan, "they will go somewhere else."

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AND SOCIÉTÉ GÉNÉRALE AUSTRALIA LIMITED
SERIES N°757/98-3
SGA SOCIÉTÉ GÉNÉRALE ACCEPTANCE N.V.
ITL 30 000 000 000 ZERCO COUPON N°1001 225
INDEX LINKED NOTES DUE MARCH 11, 2003
ISIN CODE: XS0000000000

Referring to the Pricing Supplement dated March 10, 1998 (the "Pricing Supplement") giving details of the Notes issued on March 11, 1998 as Series 157/98-3 pursuant to the Euro Medium Term Note Programme of Société Générale, SGA Société Générale Acceptance N.V. and Société Générale Australia Limited (the "Programme"), notice is hereby given to the Noteholders that, upon decision of the issuer, the content of the paragraph 4.2 "Other terms and special conditions" of the Pricing Supplement becomes "Not applicable" instead of "The Notes will be traded in a minimum aggregate nominal amount of ITL 300,000,000,000 per transaction accordingly any transaction (subpurchase) shall bear on a minimum of 40 Notes."

THE FISCAL AGENT
SOCIÉTÉ GÉNÉRALE BANQUE & TRISTEA
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L-1328 LUXEMBOURG

MORTGAGE FUNDING CORPORATION NO.6 PLC
CLAS A1 Senior Mortgage Backed
Floating Rate Notes due November 2019
£5,000,000
Class B Mortgage Backed Floating
Rate Notes due November 2019
NOTICE OF PARTIAL REDEMPTION
In accordance with the provisions of the
trust deed, interest is hereby given of the
known Partial Redemption on the above
mentioned notes. The partial redemption
will take place on 29 May 1998.

Agents:
Citi-A1 Broker: 172142 CIBAS/171-0
Citi-B Broker: 172142 CIBAS/171-0
Citi-C Broker: 172142 CIBAS/171-0

Agent Bank:
Mortgage Bank plc

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£150,000,000
Floating rate notes 1999
Notice is hereby given that
the notes will bear interest
at 7.5625 per annum from
11 May 1998 to 11 August
1998. Interest payable on 11
August 1998 will amount to
£180.62 per £10,000 note.

Agent: Morgan Guaranty
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COMPANIES & FINANCE: INTERNATIONAL

DEUTSCHE BANK RONALDO SCHMITZ, MANAGEMENT BOARD MEMBER, ADMITS MISSED OPPORTUNITIES BUT RULES OUT BIG JOB CUTS IN NORTH AMERICA

New role for US as Europe moves to centre stage

By Clay Harris, Tracy Corrigan and William Lewis

Deutsche Bank made mistakes and missed opportunities in the US, and now sees North America in a new light, admits the man who oversaw its rapid expansion in the region in recent years. Ronaldo Schmitz, the Vorstand, or management board, member responsible for North America, is candid about what went wrong. "We have not done the best possible job in managing change," he admits. "You should not have too many construction sites at the same time, and we certainly had too many."

Deutsche built its US business through aggressive staff hiring - rather than buying local operations - just as it was attempting to strengthen the position of its London-based investment bank.

"With hindsight, the early 1990s would have been a wonderful time to do acquisitions [in the US]. Should one have made an acquisition? The answer probably can only be yes," says Mr Schmitz.

That Germany's most powerful bank feels it necessary to explain itself shows how seriously it is taking the crisis of confidence in its US operations, where the worldwide restructuring of investment and commercial banking activities has been accompanied by several senior departures and a storm of unfavourable publicity.

In 1996, Deutsche Morgan Grenfell, its investment banking arm, began an intensive build-up of its US operation, which involved hiring up to 1,000 staff annually for several years. The US management hoped to be earning revenues of \$1.5bn to \$2bn by 2000. But this year, Deutsche Bank changed tack, announcing a shift in focus back to Europe as part of a global restructuring involving 9,000 job cuts.

One person familiar with the bank described the move as "a staged retreat where they will try to consolidate

whatever gains they've made, if it involves minimal cost."

The result has been a crisis in staff morale and the departure of several senior executives, including Carter McClelland, who ran DMG's US business and was for a time London-based co-head of investment banking.

Mr Schmitz, like all but two members of the Vorstand, a German, admits there is a "trough of confidence" among staff at Deutsche's US operations, but joins other senior executives in ruling out large job cuts. "We certainly do not contemplate going down from 4,500 people to 2,000 or 3,000."

Deutsche, he maintains, is still studying selective acquisitions in the US. "All of us on the board agree that we should look at North America from a growth perspective and not from one of consolidation or retrenchment."

But he attributes an acknowledged "change of focus" to a "better understanding in the light of market changes", apparently referring to the quickening pace of consolidation in US financial services, as well as to the opportunities that economic and monetary union will create in Europe.

DMG's experience has highlighted the difficulties faced by European banks in trying to establish a US presence - all the more so because the bank was widely seen as the most aggressive foreign entrant. "They had made many people believers by sticking to it for as long as they did," says one Wall Street headhunter.

Mr McClelland, who left this year, believes that "at this point in the cycle it has become incredibly more difficult to build a business from scratch than it was three years ago".

Still, Mr Schmitz argues that Deutsche's experience in North America has been better than that of any European rival.

When he took over in 1990, Deutsche in North America had assets of about \$3.5bn, revenues of about \$300m and employed 390-350 people.



"Today we have 4,500 people, assets of \$80bn and revenues of \$1.2bn-\$1.3bn. We have never lost money in North America, which is quite an achievement compared to our foreign competitors."

This is based, however, on figures for the whole of Deutsche's US business, which includes Deutsche Financial Services, a commercial finance company.

This points to the merits of making the right acquisition, since that activity is built in part on what Mr Schmitz describes as a "wonderful business", FIT Commercial Finance, which Deutsche bought at the end of 1994.

Mr Schmitz joined Deutsche in 1990 from the German chemicals group BASF, where he was finance director. "When I first started [at Deutsche] in the early 90s, people watching us got the feeling that the number one priority for this bank was North America, and that was absolutely wrong."

But observers had good reason to reach that conclusion. Mr Schmitz says: "In the years from 1990 to 1994,

we talked probably eight times about North America before we talked one time about Europe. At that stage, we were probably devoting more executive time to North America than we were to Europe. This certainly has changed."

Deutsche's new mantra of "Europe first" has been

Deutsche's new mantra of 'Europe first' has been interpreted in the US as merely a smokescreen for retrenchment in North America

interpreted in the US as merely a smokescreen for retrenchment in North America. The remark that really stung Deutsche was the observation from a New York-based executive: "The game is over for this German bank to be a global player. They are going home to Germany to defend their home patch."

Insiders say the bank was shaken by the loss of several key German mandates to US

investment banks, as well as by rising costs in the US.

At best, the new strategy reveals that even one of Europe's largest financial institutions - and the biggest bank within the euro zone - was slow to realise the impact of European monetary union.

Schmitz calls "US-out" business.

In the light of recent European developments, as we now go on building our investment banking platform in North America, we will do it with a view towards enhancing capability that we have elsewhere in the world. In that sense, there certainly has been a change of focus," he says.

In fact, this is a big climb-down in ambition for a bank seeking to compete for domestic business with the top US investment banks in some areas. Some insiders worry privately that its more Eurocentric stance will lose the bank business from US clients.

But Mr Schmitz is satisfied with much of what has been achieved. "We have a platform that allows us to originate domestic issuance business in fixed income. We are one of the important government paper traders. That is a platform which is perfectly sufficient for our needs, so we don't need to continue to invest in it. Equities, I would say, is almost there today."

Edson Mitchell, head of

global markets, says: "In order to be successful [in global markets], we don't have to be number three in the US, but in the products that really matter globally we have to be credible in the US."

Looking back to the early 1990s, Mr Schmitz argues that "very few, if any, realised how attractive a time that was for purchasing businesses in the US, especially in the finance industry."

However, he says: "I have always been a very strong advocate of organic growth. I felt and my colleagues felt that the bank had the strength, and still has the strength, to continue to chart its own course."

In the end, the bank became concerned about the rise in costs, though people close to DMG say the US business never exceeded budget and revenues grew faster than costs until the fourth quarter of 1997.

One problem seems to have been a lack of clear, articulated plan with full board backing. This inevitably raises questions about the German system of corporate governance, which places heavy emphasis on collective responsibility, encouraging decision by consensus. Vorstand members were not unanimous on the decision to "build, not buy" in North America, and without a strong leader, differences of opinion proved divisive.

The legal requirement for collective responsibility "is something that we cannot change", Mr Schmitz says. "We should not make the mistake of having an organisation that does not respond to it." He admits, however, that "when you take the first look at an organisation like this one, it's not easy to clearly understand who is responsible for what."

But, even before the management changes announced yesterday, Deutsche had evolved. "I think we have clarity to an extent that we never had before," he says. "When I joined this bank, the Vorstand was 80 to 90 per cent deeply immersed in

day-to-day business. That has changed now. It is less involved and leaves it to the members of the divisional boards to run it on a daily basis."

The culture clash between commercial and investment bankers - which the planned creation of a universal bank is designed to end - also contributed to the problems. For example, tensions over bonuses deepened the dark moods in New York.

Mr Schmitz admits: "The way that we have managed that is certainly not the best in the world. Until 1993, many in our bank did not know how to spell 'bonus'. Not to take it too lightly, we certainly took a crash course in bonus philosophy. We are getting better, but we are not there yet."

The bank is looking for a bonus system that will provide a "glue" for the organisation, "making it more sophisticated, more geared to business needs, not product-linked only, recognising effort by an individual to cross-leverage."

Considering the crisis in morale in North America, he says: "If you look at where nervousness was on the Richter scale, there were some places where it was close to zero and others where it was close to 10. If you were closer to 10, the closer you were to the investment bankers proper."

Local executives perhaps could have handled communications better, he suggests. "I had been talking almost on a daily basis with some of our managers and those people didn't let [information] percolate down."

In spite of the climb-down in the bank's US strategy, he has not come away from nearly a decade of watching over the US operation without being infected by a Yankee optimism.

"Looking forward, our options in America are really fascinating. I think it is an advantage for us that there is not one neat and clear path, but plenty of opportunities."

Sooner or later, though, Deutsche will have to pick one path and stick to it.

This announcement appears as a matter of record only.

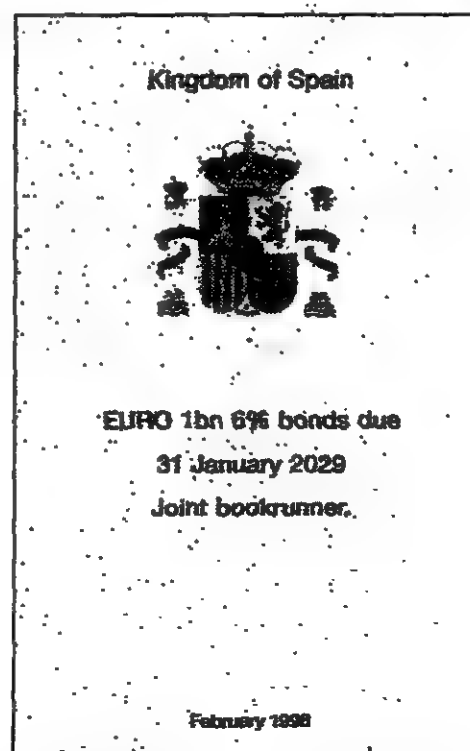
May 1998



Santander Investment

has acquired
the core equity business of

PEREGRINE

The undersigned acted as financial advisor to
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COMPANIES & FINANCE: THE AMERICAS

MEDIA COMPETITIVE PRESSURES TAKE THEIR TOLL

ABC puts TV news agency up for sale

By John Gapper, Media Editor

ABC News, a subsidiary of Walt Disney, is close to selling Worldwide Television News, one of the three main global television news agencies, after deciding to withdraw from an increasingly competitive market.

Associated Press, the news agency owned by a group of leading US newspapers, is seen as the leading contender to buy WTN. ABC

News is thought to have been seeking at least \$50m for the unit.

WTN, which has offices in 102 countries and supplies news footage around the world to national broadcasting companies, has been under competitive pressure since the launch of AP's own television news agency in 1994.

The two leading agencies for some years have been Reuters Television News and WTN, but AP has aggressively undercut prices charged by Reuters in particular.

The competition has pushed at least two of the agencies into operating losses.

ABC News said yesterday that it could not comment on whether WTN was up for sale, but people in the industry said it had offered WTN for sale this spring. Reuters and Agence France-Presse are also thought to have considered bidding.

ABC, one of the original three US television networks, holds 80 per cent of WTN.

Independent Television News, the UK television news group, has a 10 per cent stake, and the remaining 10 per cent is held by Channel Nine in Australia.

If AP buys WTN, there are likely to be substantial job losses because of the overlap between the two services. An acquisition could also allow AP, which industry

observers believe has been losing about \$30m a year, to raise prices.

Reuters Television has also been loss-making in recent years, although it is expected to break even next year.

Margins in the industry suffered after the entry of AP because some broadcasters switched from its more expensive rivals.

Analysts have questioned whether Reuters would remain in the business, but

the company has insisted it is committed to having a global network to gather news footage. This can be distributed via its terminals as well as on television networks.

Most national television news organisations subscribe to at least two, and often all three, of the large global news agencies. The agencies supply footage of international news events that they can edit for their domestic services.

Ticketmaster plans Europe-wide chain

By Alice Rawsthorn

Ticketmaster, the biggest ticket booking agency in North America, is planning to embark on a European acquisition spree to establish a network of agencies selling tickets for rock concerts and sporting events across the continent.

Tim Wood, executive vice president of Ticketmaster (Europe), said the Los Angeles-based group was currently "looking for investment opportunities" in Germany, Italy, Poland and Spain.

"Right now those countries are our hottest prospects," he said. "We feel our position in the US is so strong that there isn't a lot left for us to do, and we're looking for acquisitions and partnerships all over Europe."

Ticketmaster is already the world's biggest ticketing company because of its dominance of the vast US mar-

ket, where it sells about \$2.7bn-worth of tickets a year.

Its powerful position in the US has attracted criticism, notably from Pearl Jam, the US rock group, which three years ago staged an unsuccessful attempt to organise a North American tour independently of Ticketmaster.

Until recently, Ticketmaster has adopted a fairly cautious approach to expanding outside North America. It has long had a presence in the UK, and recently diversified into Australia.

The company has stepped up its investment - both in its international interests and in establishing a booking system over the internet - since last spring when USA Networks, controlled by Barry Diller, the US media mogul, bought 49 per cent of its equity for \$210m in shares.

Mr Diller has since been locked in a boardroom battle at Ticketmaster, but reached

agreement in March to take control of the company by buying the remaining 51 per cent of its equity for \$400m in shares.

Earlier this year, Ticketmaster invested in France by acquiring 66 per cent of MC France-Ticket, a Paris-based company that sells 500,000 tickets a year, from Canal Plus, the French media group.

Ticketmaster is strengthening its European presence at a buoyant time in the events market. The popularity of blockbuster tours has regenerated the rock concert business, and sports clubs are increasingly subcontracting their ticket-selling operations to large, computerised companies.

The US group also stands to benefit commercially from the rapid growth in bookings via the internet, which should enable it to cut costs over the long term by switching sales to a wholly electronic service.



Pearl Jam: US rock group failed in attempt to organise a North American tour without Ticketmaster PA

NEWS DIGEST

RETAILING

Wal-Mart shares surge as earnings beat forecasts

Wal-Mart, the world's largest retailer, gained strongly in early Wall Street trading yesterday after it announced record earnings which were comfortably ahead of the consensus of analysts' expectations. Profits for the quarter which ended in April were \$828m, up about 26 per cent from the \$652m recorded in the equivalent quarter of 1997, on turnover ahead 17 per cent at \$29.8bn.

More than a quarter of the increase was generated outside the US, where Wal-Mart's sales doubled over the year, from \$1.31bn to \$2.6bn. It had opened new stores in Argentina, Brazil, Mexico and Canada during the period. It also has operations in Germany, and a joint venture in China. Wal-Mart was further buoyed by the strong domestic economy. This enabled it to widen its profit margins from 4.1 to 4.6 per cent, the first time it has significantly increased its margins in a decade.

Earnings per share, at 37 cents, were comfortably ahead of the consensus First Call estimate of 34 cents. This was a rise of 28 per cent year-on-year. In early trading, Wal-Mart shares gained more than 2 per cent, up \$1 at \$52.4.

John Authers, New York

EMBARCADERO CENTER

Boston Properties wins auction

The taste for the Embarcadero Center, the landmark San Francisco office development, has been won by Boston Properties with a bid that amounts to one of the highest valuations yet seen in the current US commercial property cycle. The \$1.22bn bid beat offers from Equity Office Properties and Cornerstone, two other prominent real estate investment trusts. The center consists of 3.4m sq ft of rentable office space and 354,000 sq ft of retail space. At around \$300 a sq ft for the office space, the auction set a new record for the northern Californian city.

Mort Zuckerman, chairman of Boston Properties, said the price equated to a yield from the investment of 7.8 per cent, lower than the yield on the company's other main investments. He added, though, that leases on 45 per cent of the office space in the Embarcadero came up for renewal before 2002, and that rent on the space was currently \$15 a sq ft less than the market rate on average, creating the opportunity for a higher yield. He added that the price paid for the Embarcadero was still lower than the replacement cost for the development.

The purchase will be financed with \$800m of debt. The high level of debt reflected "the need to protect the tax position of the seller," said Mr Zuckerman. Richard Waters, New York



SGS Société Générale de Surveillance Holding S.A.
8, rue des Alpes - 1211 Genève 1

NOTICE IS HEREBY GIVEN THAT AN

ORDINARY GENERAL MEETING

of the above Company will be held on Wednesday 3rd June 1998, at 3 p.m. at the Noga Hilton Hotel, Salle Ballroom (mezzanine), 19 quai du Mont-Blanc, Geneva.

The doors will open at 2 p.m.

Access will be permitted to:

- bearer shareholders, upon presentation of an admission card, at the entrance before 2.45 p.m.
- registered shareholders, upon placing before 2.45 p.m. at the entrance, an admission card which will be exchanged for a voting card.

The doors will close at 3 p.m. precisely.

AGENDA

Ordinary Agenda:

1. Presentation of the Annual Report, the Consolidated Accounts and the Statement of Accounts for the year ended 31st December 1997, Auditors' Reports
 2. Appropriation of profits
 3. "Décharge" of the members of the Board of Directors
 4. Election to the Board of Directors
 5. Election of Auditors.
- Extraordinary Agenda:
6. Reduction of share capital.
 7. Amendment of Articles of Association.
 - amendment of art. 5, 5bis, 1st paragraph, and 7, 1st paragraph, insertion of new art. 6bis, 4th paragraph, and 6ter.

The Notice of the General Meeting together with the proposals of the Board of Directors is published in the Swiss Federal Trade Gazette ("Feuille officielle suisse du commerce"), the official publication body for the Company, on the 13th May 1998. An Explanatory Note relating to the open conversion of registered shares into bearer shares and to "topping-out" (point 7 of the Agenda, insertion of new art. 6bis, 4th paragraph and art. 6ter) is available upon request at the Head Office of the Company.

ANNUAL REPORT - AUDITORS' REPORTS

The Annual Report, the Consolidated Accounts and the Statement of Accounts for the year ended 31st December 1997 and the Auditors' Reports will be available for inspection at the Head Office of the Company from 13th May 1998. Each shareholder may request that a copy of these documents be sent to him; registered shareholders appearing on the register of shares as at 12th May 1998 will receive, directly, a copy of these documents.

BEARER SHAREHOLDERS

The holders of bearer shares wishing to participate or be represented at the Meeting may obtain an admission card either by depositing their share certificates at the Head Office of the Company, or by sending to the Company a statement of deposit and holding duly executed by their bank of deposit. The deposit of share certificates and collection of an admission card may be made on any business day, until 25th May 1998 at the latest, at the Head Office of the Company between 9.30 and 11.30 a.m. or otherwise by arrangement (Telephone +41 22 - 739 95 51, Share Registry). No admission card will be available at the entrance of the Meeting. The shares deposited may be collected from the first business day following the Meeting.

No admission card will be available at the entrance of the Meeting.

REGISTERED SHAREHOLDERS

Registered shareholders appearing on the register of shares as at 30th April 1998 will receive, a Notice of Meeting. Shareholders in respect of whom a registration would have been made during the period 30th April to 12th May 1998 will receive the Notice of Meeting at a later date.

REPRESENTATION

Shareholders not wishing to take part in the Meeting may be represented by another shareholder (in accordance with the provisions of the Statutes, registered shareholders may only be represented by another registered shareholder in possession of a written proxy) or by their bank of deposit. They may also be represented by a representative of the Company or, alternatively, designate Ms. Dominique Brown-Berset, attorney-at-law, Forreng Renggli & Partners, 4 rue Charles-Bonnet, CH 1208 Geneva, an independent person pursuant to Article 689c CO, to represent them at the Meeting; in such instance, we would ask that registered shareholders address their proxy form or, in the case of bearer shareholders their admission card, directly to Ms. Dominique Brown-Berset at the aforementioned address, until 25th May 1998 at the latest.

Deposit representatives within the meaning of Articles 689d CO, are requested to inform the Company as soon as possible, and in any event not later than 3rd June 1998 at the entry roster of the Meeting, of the number, nature and nominal value of the shares they represent. Institutions subject to the Federal law on banks and savings institutions of 8th November 1934 as well as professional portfolio managers are considered as deposit representatives.

MINUTES OF THE MEETING

From the 10th June 1998, the resolutions of the Meeting will be available for inspection by shareholders at the head office of the Company.

On behalf of the Board of Directors
Elisabeth Selina Amorati, Chairman

Strong debut by Young & Rubicam

By David Nigler
in New York

Young & Rubicam, the world's fifth-largest advertising agency, made a successful debut on Wall Street yesterday. Shares in its initial public offering jumped more than 10 per cent, to \$38 in early trading.

With almost 10m shares traded, it was the most active issue on the New York Stock Exchange.

Lead underwriters Donaldson Lufkin & Jenrette and Bear Stearns had already raised the flotation price to \$36 from the \$21-\$24 range indicated in the prospectus, following strong demand.

The flotation is raising \$415m, of which about \$140m, net of expenses, is new money for Y&R. The remainder is being sold by Hellman & Friedman, a venture capital firm, which is selling part of its holding. Y&R's management will retain a controlling 58 per cent stake. At the current stock price, the group has a market capitalisation of almost \$2bn.

Founded 76 years ago, Y&R has evolved from an advertising agency to a fully-fledged marketing services group similar to its larger rivals Omnicom, Interpublic and WPP of the UK. Apart from Y&R Advertising, it owns direct marketing provider Wunderman Cato Johnson, the European-Marsteller public relations agency as well as design services and a healthcare communications company.

Its blue-chip client list includes Ford, AT&T, Citibank, Colgate-Palmolive and Philip Morris.

The group has done much to shake off its sleepy image under Peter Georgescu, chairman and chief executive since 1994. It has, for instance, introduced the concept of "key corporate accounts", big corporate clients to which it attempts to cross-sell a number of services. In 1997, the group's 29 largest clients accounted for 40 per cent of its turnover, with Ford alone responsible for 10 per cent.

Y&R's revenues reached \$1.4bn in 1997 and have been growing at an annual compound rate of nearly 13 per cent over the past three years, roughly twice the rate of the advertising industry as a whole. But due to financial restructuring, the group reported losses in 1996 and 1997 and expects further losses this year.

The proceeds from the flotation will initially be used to reduce borrowings, which stood at \$337m at the end of last year.

TELECOMS CANADIAN GROUP SET TO RAISE US\$1.6bn FROM SALE OF 14.25% HOLDING

BCE to sell UK cable stake

By Scott Morrison in Toronto
and Christopher Price in London

BCE, Canada's biggest telecommunications group, yesterday put its 14.25 per cent stake in Cable & Wireless Communications, the UK's largest cable company, up for sale in a move likely to raise about US\$1.6bn.

The company said it would use the proceeds to reduce debt and fund some of its recently announced strategic initiatives. Last week, BCE said it would invest in technology to provide data services, internet access and satellite television to its 10m Bell Canada customers in Ontario and Quebec. It has

also unveiled a C\$750m (US\$523m) programme to create a national broadband telecommunications company.

BCE's announcement shows it has not been able quietly to find a buyer for its CWC shares, which it holds through a subsidiary, BCI Telecom Holding.

Cable and Wireless, the UK telecoms group which is CWC's largest shareholder, could be interested in increasing its 53 per cent stake. The move could also attract a trade buyer, although the disappointing performance of the UK cable market might adversely affect the price.

London analysts believe

the most likely option is for the shares to be sold to institutional investors, which have shown an increasing interest in the UK sector, since recent consolidation is thought to have improved the outlook.

Such a move would be seen as positive for CWC stock, as it would increase its liquidity. Less than 15 per cent of the shares are currently held by the public.

In a weak London market, CWC shares, which floated in April 1997 at 300p, yesterday fell 9.5p to 442p.

On Monday, CWC reported annual pre-tax losses of \$49m (\$80m), against profits of \$20m, after a restructuring

charge to help integrate the operations of the three cable companies and one telecoms group which merged to form CWC in 1996.

Yesterday's announcement raised speculation that BCE was likely also to sell its C\$140m stake in Jones Interchange, the US cable television operator. BCE has been under pressure to adapt to the rapidly changing global telecoms industry.

BCE, which had revenues of C\$33bn last year, has a controlling interest in Northern Telecom, the telecoms equipment manufacturer, and owns Bell Canada, the country's largest telecoms group.

BCE recently lured a key executive away from a competitor to head its newly-formed Bell Satellite Services unit, and this week the company took control of Telesat, which transmits television programming and data via satellite. Mr Monty said the acquisition would enable BCE to prosper in the newly competitive global telecoms market.

Mr Monty says BCE's strategy will enable the corporation to increase revenues by about 12 per cent annually over the next five years, with earnings rising at a faster pace.

He has demonstrated his ability to turn companies round, but his true test of leadership and vision is only just beginning.

Outside Canada, BCE is eyeing opportunities in wireless communications and

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BCE recently lured a key executive away from a competitor to head its newly-formed Bell Satellite Services unit, and this week the company took control of Telesat, which transmits television programming and data via satellite. Mr Monty said the acquisition would enable BCE to prosper in the newly competitive global telecoms market.

Mr Monty says BCE's strategy will enable the corporation to increase revenues by about 12 per cent annually over the next five years, with earnings rising at a faster pace.

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NOTICE TO HOLDERS

GENERAL ELECTRIC CAPITAL CORPORATION

6% Notes Due February 17, 1998 (ISIN XS0041913319/
Serial No. 033001 (US\$100,000 Note))

and

6 1/4% Notes Due March 4, 1999 (ISIN XS0042140649/
Serial No.'s 000084 through 000095 (US\$100,000 Notes),
000183, 000184 (US\$10,000 Notes),
000461, 000462, 000496 through 000498 (US\$1,000 Notes).

NOTICE IS HEREBY GIVEN pursuant to Section 17 of both of the Fiscal and Paying Agency Agreements governing the above described notes, that General Electric Capital Corporation, as issuer, and the Bank of Montreal, as paying agent, have been ordered and directed by the United States District Court for the Middle District of Florida, Jacksonville Division to stop payment on the above described notes and all outstanding coupons appurtenant thereto.

Dated: May 13, 1998 GENERAL ELECTRIC CAPITAL CORPORATION
BANK OF MONTREAL

09/11/00/510

Cable and Wireless's plan to rule the world

Dick Brown, chief executive of the UK telecommunications operator, maps out his ideas for the group's future to Alan Cane

One wall of Dick Brown's newly decorated office in Cable and Wireless's London headquarters bears a map of the world - but one tantalisingly free of indications of his global ambitions for the telecommunications group.

C&W's general chief executive is not one to flag his intentions to the world before the moment is right. So it is significant that at today's results meeting he is promising to start setting out his strategy for Europe.

Not in much detail, he says, but enough to give a taste of what he envisages for a region critical to C&W's future.

The full-year numbers will not generate much excitement. C&W's principal subsidiaries, Hong Kong Telecom and Cable and Wireless Communications, have reported in the past week thereby taking any surprise out of the event but confirming analysts' predictions of

about £1.48bn (\$2.4bn) in pre-tax profits before exceptional items.

There will be plenty of exceptional items this year as the group continues its policy of disposing of more than £1bn worth of assets where it has adequate influence. In March it sold its 22.3 per cent stake in Ocel, a Colombian mobile phone operator, for about £58m. Last month, it cleared out most of its East European interests, selling stakes in PLD Telecom, PeterStar and Belcel to Rupert Murdoch's News Corp for £48m.

But most interesting is its planned sale of 20 per cent of Bouygues Telecom, the French mobile operator, to Telecom Italia for £456m. This deal will help secure an alliance with the Italian operator that should see the two companies sharing telecoms traffic across their combined net-

works. Mr Brown said: "Telecom Italia is the most powerful operator in Italy with ambitions to expand abroad. We are a global company with its footprint in more places than any other telecoms operator."

He dismisses political discontent in Italy over the potential alliance: "There is a commitment from the top of both companies to make this work."

Although Telecom Italia is the sixth largest European operator it is not an obvious partner for C&W. It is becoming clear, however, that the alliance is the foundation for Mr Brown's territorial ambitions. The UK operator has essentially had no presence on the European mainland since it pulled out of an alliance with Veba, the German industrial group, a year ago amid anxieties over Veba's plans to spend heavily on networking infrastructure.

Mr Brown said: "We

looked at Europe and saw that we could have two bookends with C&W here in the UK as one bookend and Telecom Italia as the other. Now we are well positioned to go after new markets and win licences in Europe. I will be announcing that schedule on Wednesday."

The redecoration of Mr Brown's office, the first since he was appointed two years ago, seems to symbolise the progress C&W has made - shiny parquet flooring to show off Arabian carpets, a crimson tasseled hat commemorating the group's purchase of a stake in Intel, Panama's state-owned operator, a model of a show in silver from Bahrain.

The statistics tell the story. Since his arrival Mr Brown has overseen 18 acquisitions, mergers and disposals involving C&W with a total value of about £17bn. Among them, the cre-

ation of Cable & Wireless Communications formed from Mercury Communications and three cable companies. With a flotation value of £4.5bn, it is now worth \$6.2bn.

The image of C&W as a holding company for a rag-bag of overseas assets seems to have gone forever. Mr Brown talks of "stitching together global businesses" in calling card services and mobile telephony - C&W's mobile phone assets represent the world's third largest international wireless operation.

There are gaps in the global strategy which give Mr Brown and his senior managers no room for complacency. Hongkong Telecom still provides an overly large proportion - traditionally about two thirds - of total group profits. With the liberalisation of the Hong Kong international call market after 2000, the value of that asset will inevitably

decline. There will be considerable interest among investors in whether Mr Brown has managed to rebalance earnings from Hong Kong Telecom and other parts of the group to any real extent.

The company has still to see its efforts to break into the Chinese mainland bear fruit. "We never said it would happen quickly," Mr Brown said.

It seems likely the group will seek a North American acquisition to strengthen its presence there, but US prices are over-ambitious by European standards.

Some analysts believe C&W should merge with a larger, well-capitalised operator to become the world's first truly global carrier. Mr Brown has never shown much enthusiasm for being acquired, however. His mental map of the world is undoubtedly bright with the yellow of C&W.

COMMENT

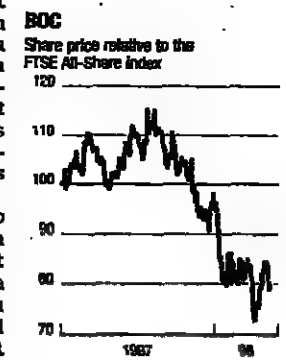
BOC

BOC is not used to being out of favour, given the growth of its industrial gases. But a large exposure to both Asia and the semiconductor industry is a hard act to sell right now. That combination is behind the sharp under-performance of the shares this year.

Yesterday's news did little to alleviate the pain, although the company deserves credit for limiting the havoc from Asia. Operating profits in local currencies even showed some improvements in most of the afflicted regions. Still, what Asia failed to knock starting strength finished off, and the outlook for this year's earnings is dismal.

The management has not stood still. Earlier this year, it sold the Ohmmeda healthcare business. A review launched yesterday promises to attack costs and improve efficiencies. BOC's cost base, however, is not particularly out of line with its rivals, and the company took a swipe at costs just four years ago. The review may help focus minds on improving returns on assets, but this is unlikely to give BOC a dramatic cost advantage.

Meanwhile, the shares have lost their main foil. Now that Imperial Chemical Industries is no longer the main commodities play, but is transforming itself into a more glamorous specialty chemicals beast, BOC has been pushed into the shade. The shares trade at a near 10 per cent discount to the market. Until the outlook for Asia clears, it is unlikely to regain its erstwhile premium rating.



Asia setback hits BOC

By Nigel Taylor

BOC, the industrial gases company, yesterday reported a 17 per cent drop in pre-tax profits for the first half of the year, because of weak demand in Asia, problems with its distribution business, and the strength of sterling.

The company insisted that the underlying performance was "remarkably resilient" and said it was putting in place a range of programmes to control costs and improve sales.

However, analysts downgraded their profits forecasts to about £280-£400m for the full year. This is the second wave of downgrades for the group in recent months. Peter Edwards, analyst at ABN Amro Hoard Govett, said he had begun the year with a profits forecast of about £485m but this was

reduced to £437m before falling again yesterday to £400m.

David John, chairman, said that sales were unchanged at £1.78m for the six months to March 31 but pre-tax profits fell sharply to £178.8m (£216.4m). However, adjusting for changes in currencies, BOC said turnover would have risen 8 per cent and pre-tax profits would have been down by only 12 per cent.

The two smallest divisions turned in the worst profits figures. Vacuum Technology, which supplies the semiconductor industry, reported a 16 per cent drop in operating profits, while distribution services saw its contribution fall 19 per cent.

Mr Rosenkranz, chief executive, blamed the weak semiconductor markets, particularly in Asia.



David John, left, and Danny Rosenkranz

VW bid attacked

By Graham Bowley in Frankfurt and Roger Taylor in London

Bernd Pischetsrieder, chairman of German carmaker BMW, yesterday attacked the £430m (\$700m) bid by rival Volkswagen for Rolls-Royce Motor Cars, insisting that only BMW could ensure the future of the UK luxury carmaker.

He told the company's annual shareholders' meeting that BMW would not withdraw its £340m bid - or increase its offer.

"The existing offer will neither be withdrawn nor under any circumstances altered," Mr Pischetsrieder said.

His comments came as Volkswagen, the UK engineering group which is selling Rolls-Royce, posted details to shareholders of the two offers. The board is recommending they vote for the VW offer when the two are put forward at an extraordinary meeting on June 4.

that BMW commanded a unique advantage over Volkswagen, its rival German carmaker, in the battle for Rolls-Royce Motor Cars, because of its close links with Rolls-Royce plc, the aero-engine manufacturer which owns the Rolls Royce brand name.

"We are convinced that the future of Rolls-Royce Motor Cars is secured only with BMW and Rolls-Royce plc," he said.

Unlike VW, BMW already has an agreement with Rolls-Royce plc to use the brand name and Rolls-Royce plc has agreed to put off negotiations with other bidders about the use of the Rolls-Royce brand name until after the sale.

BMW is hoping the uncertainty over VW's relationship with the aero-engine manufacturer will undermine investors' confidence in its bid. VW has made its offer unconditional on the outcome of any talks over rights to the brand name.

UK licensing laws

There is no such thing as a free pint. If the government liberalises Britain's kill-joy licensing laws to allow pubs to stay open later than 11pm, there will be investment winners and losers. Owners of large managed pub estates, such as Bass, will capture a greater share of the consumer pound, largely at the expense of trendy late night bar groups, cinemas and retailers. Po Na Na, an astronomically-rated chain of north-African themed bars, has the furthest to fall. The tourism industry, particularly the cheap end of the hotel and fast food market, should benefit from more young people coming to the country. Since police and alcohol action groups are supporting liberalisation to promote safer, staggered drinking, investors should think hard about that elusive after-hours tipple.

APW lifts Vero bid

By Suzanne Vynne

The bid battle for Vero, the UK-based supplier to the electronics and telecommunications industries, heated up yesterday as its original US suitor increased its cash offer by 22 per cent.

APW, the Milwaukee-based group, upped its agreed offer to 192p a share, valuing Vero at £115.5m

(\$188m). Pentair, its rival, last night said it was considering its position.

Vero makes and distributes racks and enclosures used to house cables and electronic equipment.

The latest bid represents a premium of about 61 per cent to the price of Vero shares the day before the company announced it was in talks.

Body Shop founder Anita Roddick to stand down as chief executive

By Robert Wright

Anita Roddick, the Body Shop International founder who became one of UK retailing's best-known figures, is to step down as chief executive.

Ms Roddick's move, to the post of executive co-chairman, was one of a series of shake-ups announced yesterday as Body Shop sought to recover from several years of stagnant performance. The company also announced a joint venture to run its loss-making US stores. Ms Roddick will be replaced in July by Patrick Gournay, currently executive vice-president for North and South America for Groupe Danone, the French food group.

Anita Roddick, who founded Body Shop in Brighton in 1976, will

become joint co-chairman with her husband, Gordon.

Mr Roddick said of his wife's change of post: "That ceo [chief executive] role was really a complete misnomer. What Anita has always been and will always be is the creative inspiration behind the business. She's not going to change being that."

The joint venture agreement was described by one analyst as a "last ditch effort" to turn around the outlook in the US, where Body Shop has experienced disappointing sales trends over several years. The agreement will see operation of Body Shop's US stores handed to a company controlled by Adrian Bellamy, a non-executive director of the group.

Body Shop was one of the

great retailing success stories of the 1980s, growing from 70 people in the UK in the mid-1980s to 5,000 people now. But, like some other UK retailers, including Laura Ashley, it ran into trouble with an over-ambitious attempt to expand into the highly competitive US market. Some products proved badly named or designed for US consumers.

Two years ago, the Roddicks, whose unconventional interests and business style have not found approval in the City, considered taking the business private. They also encountered criticism from the environmental lobby that the company did not live up to the high ethical standards it set itself. The claims were successfully rebutted in a libel action.

With Mr Gournay's appointment as chief executive, Stuart Rose, managing director, will become executive deputy chairman, responsible for Body Shop's strategic review.

Mr Gournay was vice-president sales and distribution for Danone France between 1985 and 1989 and for the last 18 months has been executive vice president of Danone's North and South American Division. Mr Roddick said he was confident Mr Gournay would fit in with Body Shop's distinctive socially aware corporate culture.

Body Shop made pre-tax profits of £38m (£62m) for the year to February, against £31.7m for the previous year, on turnover up 8 per cent to £283m. The shares rose 2p to 121½p.

TRANSACTIONS SPEAK LOUDER THAN WORDS

The General Electric Company plc

SEC

EURO 6bn

Multicurrency revolving credit

Joint arranger.

March 1998

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		Turnover (£m)		Pre-tax profit (£m)		EPS (p)		Current payment (p)		Date of payment		Dividends corresponding dividend		Total for year		Total last year	
		1997		1996		1997		1997		1997		1997		1997		1996	
Barton	Yr to Dec 31	2.4	(2.81)	3.64	(15.74)	12.53	(53.25)	50	July 11	40	5	40	5	88			
BOC	6 mths to Mar 31	1,927	(1,828)	180	(216)	23.87	(28.37)	15.4	Aug 3	14.5	28	14.5	28	29			
Body Shop	Yr to Feb 28	293	(271)	30	(37.9)	11.5	(9.21)	3.8	July 10	3.2	5.8	3.2	5.8	4.7			
Cable Int	Yr to Mar 31	18.2	(11.1)	0.857	(5.58)	0.571	(8.54)	-	-	-	-	-	-	-			
Cellular One	6 mths to Mar 31	16	(12.3)	1.4	(1.04)	4.8	(3.8)	1.18	Aug 14	1	3	1	3	3			
Development Sec	Yr to Dec 31	30.9	(21)	12.4	(4.81)	42	(14.5)	2	July 7	1.8	3	1.8	3	2.7			
Manx & Harland	6 mths to Mar 31	11.4	(15.1)	0.599	(0.461)	1.8	(1.4)	-	-	-	-	-	-	-			
MART Computing	6 mths to Feb 28	17	(10.7)	4.259	(2.42)	23.2	(13.3)	4.5	-	-	-	-	-	-			
Novus Systems	Yr to Dec 31	6.79	(7.53)	5.31	(10.94)	12.84	(17.17)	4.255	Aug 1	4.95	4.255	4.95	4.255	4.95			
Swedish	3 mths to Mar 31	243.4	(244)	38.3	(43.5)	5.8	(5.5)	-	July 1	1.7	5.2	1.7	5.2	7.4			
Titan	6 mths to Mar 31	6.85	(5.76)	0.895	(0.773)	5.39	(4.7)	1.8	July 1	1.7	5.2	1.7	5.2	7.4			
Vero	24 mths to Mar 31	124	(135)	15.58	(15.24)	8.54	(8.33)	3.85	July 5	3.7	11.1	3.7	11.1	11.1			
Westbury	Yr to Feb 28	304	(284)	30.8	(22.8)	23.31	(17.3)	5	July 17	4.5	7.95	4.5	7.95	6.65			

NATIONAL BANK OF CANADA

US\$ 250,000,000 Floating Rate Notes due 1999

In accordance with the Description of the Notes, notice is hereby given that for the Interest Period from May 12, 1998 to August 12, 1998 the Notes will carry an Interest Rate of 5.8875% per annum.

The Interest Amount payable on the relevant Interest Payment Date, August 12, 1998 will be US\$ 150.48 per US\$ 10,000 principal amount of Note and US\$ 1,504.58 per US\$ 100,000 principal amount of Note.

The Calculation Agent
KIL Kredietbank Luxembourg

Financial Times Surveys

The Actuarial Profession

Friday June 5

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FINANCIAL TIMES
No FT, no comment.

MANAGEMENT & TECHNOLOGY



INFORMATION TECHNOLOGY BRIEFS

Husky produces lighter-weight rugged computer

Magnesium alloy is the material of choice for the cases of high-performance portable PCs because of its strength and light weight. But these attributes carry a high price tag so manufacturers such as WPI Husky Computers, which builds rugged handheld computers for outdoor use, have been looking for a lower-cost alternative.

Following a two-year study Husky chose the latest generation of impact Modified Plastic for its new entry-level machine, the MP2500, which at just 700g is claimed to be the lightest IMP armoured rugged computer in the world.

Coverity-based Husky, which began building rugged handhelds in 1981, has designed the machine to exceed military specifications including resistance to temperature change, dust, dropping, shock and vibration. The MP2500, which costs £999, is built around an Intel 386 and is designed for outdoor users in a variety of industries. www.wpihusky.co.uk

Web access from mobile

Northern Telecom (Nortel) has developed a Java-enabled mobile phone offering advantages over today's handsets, including web access and the ability to download software applications while on the move, writes Tony Glover. The new handsets will be networked telephones linked to a Java server integrated into the wireless telephone network. Java is the programming language that makes software portable, allowing it to be transmitted over a wireless connection.

According to Phil Terrett, head of the Nortel team at Nortel that developed the phone: "You will start to see Java-enabled handsets on the streets of Europe before the end of the year."

Users will be able to access information from the web. Because of bandwidth restrictions, Terrett stresses that the phone is not designed to "surf" the net, but as a terminal for personalised information.

The ability to use Java to download software would also, for instance, enable the mobile handset to be used as a powerful scientific calculator, the software for which could be "thrown away" once the calculation had been made. Other applications include a facility called Ink Notes that will enable a clip-on stylus to be used to make drawings on the handset's small screen.

But perhaps the main advantage of a Java-enabled handset will be its ease of use compared to today's overly complex "programmable" phones. For example, if the user forgets someone's number, the system enables him or her simply to key in the appropriate name in order to be put through. *Nortel, Phil Terrett, tel (UK) 01228 437224*

Package support for the euro

As the 1999 launch of the euro nears, a raft of new software products is emerging to help accommodate the new currency and overcome problems with existing systems - for example the fact that most computer systems cannot print the euro symbol.

EuroGlyph is a new software package from EuroType, a UK-based company, which integrates the official EU-defined character into users' TrueType font libraries. Once installed, the software which costs £49.95, works seamlessly and automatically with all TrueType fonts in Windows 3.11, Windows 95 and Windows NT applications. The EuroGlyph symbol can be assigned to any key, including the Euro-symbol key on new Windows 98 keyboards. www.eurotype.com

Paul Taylor



MANAGEMENT PROFESSIONAL SERVICE FIRMS

The enduring joys of partnership

The partnership model offers some distinct advantages, writes Tony Jackson, but its proponents can also learn from the company structure

At first glance, the partnership structure might seem rather outmoded. Certainly, it is a lot older than the quoted company - this century's dominant business model. Historically, too, partnerships tended to be small affairs. When a stockbroker or PR firm got big enough, it would go public and the partners would cash in.

The explosive growth of professional service firms has changed all that. The impending merger of accountants Coopers & Lybrand and Arthur Andersen, for instance, will create a monster with 8,500 partners and revenues of \$15bn (£8bn).

Audit firms are not allowed to go public. But there is more to it than that. Almost all the world's big management consultancies are partnerships, including one - Booz-Allen - which used to be quoted. All, including the biggest, Andersen Consulting, say they are happy to stay that way.

Or consider investment bank Goldman Sachs, which is agonising over whether to go public. Almost all its big rivals are quoted, thus enjoying access to outside capital. If Goldman followed suit, it would be worth around \$20bn. Even so, its partners are hesitating.

This suggests a general truth: that the partnership model has distinct advantages. Indeed, in terms of governance, it may have lessons to teach the big corporations.

Alan Morris, senior partner of City of London law firm Simmons & Simmons, was once a finance executive with some of those corporations, such as Exxon and Tate & Lyle. His chief recollection is of organisational barriers. He is a great fan of partnerships as a result.

"It's interesting," he says, "how many corporates are now grappling with issues that partnerships allow you to handle. You have quite a flat structure, you're flexible, and you're constantly reforming into teams."

But it depends what is meant by flexibility. Partnerships can be highly fluid in allocating resources day to day. When it comes to strategic decisions, they have the problem of being - at least in principle - democracies.

"The plus side of that," says the senior partner of another big law firm, "is that when you take decisions, you have owner-managers on board, so there is a real push. The minus is that as you get bigger it's time-consuming. It's not just taking the decision, it's tak-

ing the time to inform everybody, and partnerships can take very odd decisions on cultural and social grounds - all of which are very important."

The strategic choices facing the professional service firm are simple. Law firms will continue to practise law, auditors to audit.

It therefore seems telling that when Arthur Andersen recently faced a genuine strategic issue - whether to split Andersen Consulting off as a separate entity - talks between the two halves of the firm collapsed in public acrimony. Are there some decisions which quoted companies, with their more anti-climatic structures, are better equipped to take?

Not necessarily, says Peter Smith, UK head of Coopers & Lybrand. It all comes down to the strength of the culture, which he defines as a general presumption of what ought to be done.

Paul Mitchell, UK head of the Boston Consulting Group, concedes that the partnership model does not fit all situations. Suppose the business is highly cyclical, or under acute pressure for short-term performance, or needs to be turned around.

"In those cases," he says, "somebody needs to be in a

position to make decisions very, very rapidly. That's not the business we're in, because of the nature of the demand."

Yet growth, the UK head of another management consultancy argues, puts the partnership model under intense pressure. "People have come up with various solutions to the problem of size, such as federations of

When it comes to taking strategic decisions, partnerships have the problem of being - at least in principle - democracies

partners, or the delegation of the vote to a smaller group," he says. "But the original model, as embodied by the City law firms, is becoming very difficult."

The main answer, says Peter Smith, is to change focus. "People have to identify with the organisation, but to belong to a smaller group in social and profit terms," he says. "It is quite important to create a point of belonging."

The risk here is the creation of firms within firms. But there remains a fundamental argument for part-

nerships: they are managed by their owners.

In one sense, this makes partnership a model for the future. In recent years, the corporate world has been dominated by efforts to align the interests of shareholders and management; hence the rise of stock options, performance-based pay and value-based management in general.

But companies Mr Smith argues, still have some way to go. "I don't sense the

out with the clients, and senior partners have a quiet life. But if the tap gets shut off, we have dozens of people around the world kicking their heels. Partners don't want to get tied up in the ownership function unless there's a hiccup. Then, boy are they interested."

The bigger the firm becomes, presumably, the more acute the problem. Mr Smith of Coopers & Lybrand - whose merger with Price Waterhouse will create the biggest partnership in the world - has an answer. This may be an instance, he argues, where partnerships can learn from companies.

"We're trying to take a very clear theme from the corporate world," he says: "that you should separate employment from ownership. You need a robust management structure for employment, and a separate view - admittedly from the same people - on ownership issues."

From a corporate standpoint, this may sound absurdly paradoxical. It depends, however, on a rather specialised definition of management. So how do the professional service firms manage their people? This will be the topic of the final article.

The final article in this three-part series will appear tomorrow.



JOHN KAY

Why the last shall be first and the first shall fade away

History teaches that innovative companies are rarely the most successful. Imitators use distribution and marketing to catch up

Have you heard of Berkeley or Ampex? Gablinger or Chus? Perhaps you should have, because each of them occupies an important place in the history of product innovation. Berkeley produced the first handheld electronic calculator, Ampex the first video recorder, Gablinger developed low alcohol lager and Chus sold the first disposable nappies.

Or perhaps you should not, because none of these companies made a commercial success of their innovations. Today the calculators we use are probably made by Casio, our video recorder comes from Matsushita: our low alcohol beer is Miller Lite, our nappies are made by Procter & Gamble. In each of these markets the innovator was swept away.

As the future of EMI hangs in the balance, it is a good moment to recall that this company has one of the most remarkable records of innovation of any in the world. EMI was a pioneer in television and computing and its CAT scanner transformed radiography. It has not made any of these products for many years. Our televisions come from Sony, our computers from IBM or Dell, and GE is market leader in scanners.

Xerox looks like an exception to this sorry catalogue. The company was first into the photocopier market and, even if its dominance was ultimately challenged by Canon, it remains a large and successful company today. But Xerox was also a pioneer in fax machines and personal computers. Each of these eventually proved to be a success - but not for the Xerox Corporation.

As we all know, it was Apple that developed the personal computer market. But Apple's leadership

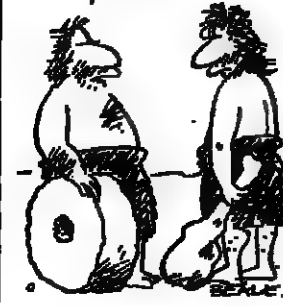
quickly disappeared when IBM came on the scene. Apple then jumped ahead by introducing the graphical user interface. Its windows and mice brought personal computing within the reach of anyone. But it is Microsoft that does this now.

"The business world is not very kind to pioneers. Contrast EMI's experience with that of Britain's most successful company of the past two decades - Glaxo Wellcome. Each had, in the 1970s, a product that would ultimately take the US healthcare market by storm. Both the CAT scanner and anti-ulcerants were to win Nobel prizes for the British scientists who invented them.

But there the similarities end. EMI was proud to employ Geoffrey Hounsfield, who invented the scanner. It established a US distribution network and manufacturing facility to exploit his innovation - and was quickly crushed by the superior political, marketing and technical skills of GE.

James Black, who developed anti-ulcerants, did not work for Glaxo, but for SmithKline. Glaxo's Zantac

IT HAS POTENTIAL BUT UNFORTUNATELY MASS PRODUCTION AND MARKETING HAVEN'T BEEN INVENTED YET



was an imitative product, second to market. US distribution was initially contracted out to Hoffman La Roche, the only foreign-owned drug company previously to have enjoyed success in US distribution. The superior marketing skills of Glaxo and its partners enabled Zantac to overtake SmithKline's Tegamet and become the world's best-selling drug. Glaxo's achievement was based not on the speed or quality of its innovation but on its commercial skills in exploiting it.

What is true of technical innovation is also true of innovation in business process. Direct Line is inevitably losing market share to Johnny-come-lately established insurers. American Express may have pioneered plastic money, but it was to be Citibank, Bank of America and even Sears Roebuck which were to capture the market with MasterCard, Visa and Discover.

Next and Ratners identified unexploited market niches - fashionable clothing for older women and jewellery cheaper than you imagined buying - only to find that established retailers could do the same job at least as well.

And what we see as a first mover advantage is often only that because we now think of the successful innovator as the first mover. Many spreadsheet programmes were developed in the 1980s and Lotus succeeded not because it was the first or best but because it was the product available at the moment the market was ready to take off. Even if you know how a market will develop, timing is a matter of luck - or of quite exceptional skill.

There are two closely related lessons. One is that

being first is not often very important. The other is that innovation is rarely a source of competitive advantage on its own. Individuals, and small companies, can make a great deal of money out of good new ideas. The success of large established corporations - Matsushita, Philip Morris, IBM or General Electric - is generally based on other things: their distribution capability, their depth of technical expertise, their marketing skills. And time and again these characteristics enable them to develop the innovative concept far more effectively than the innovators themselves.

This is not to say that there is no role in business for the great innovator. After all, General Electric was built on the extraordinary fecundity of Thomas Edison's mind, the Ford motor company on the abilities of its eponymous founder. The imagination of Walt Disney created a company that is still without parallel or rival. Perhaps Akio Morita of Sony occupies a similar place in the annals of modern business.

However, while many chief executives may see themselves as Edisons, or Fords, Disneys or Moritas, few of them actually are. Genius is indeed a source of competitive advantage, but necessarily a rare one. So when you are told that the key to future business success is to see the future more quickly or more clearly than other people, ask which established cases in business history illustrate the point. And try to remember Berkeley and Ampex, Gablinger and Chus.

The author is the Peter Moores Director of the Saïd Business School at Oxford University and a director of London Economics. This column appears fortnightly.

IT INTERVIEW JAN BAAN

Wall Street goes Dutch on software

Geoff Nairn on the Baan success story and its founders' unusual attitude towards money

It is the dream on which Silicon Valley is based: a good idea and a successful initial public offering turn a company's founders into billionaires overnight. But for Jan and Paul Baan, the two Dutch brothers who have built enterprise software company Baan into one of the hottest stocks on Wall Street, immense wealth holds little attraction.

Both are devout Calvinists and prior to Baan's IPO in 1995, the brothers transferred their majority stake in the company to a foundation they created to finance charitable work around the world. In the past two years, it has disbursed more than \$100m (\$50m). "We were afraid that if the business continued to grow we could be worth more than \$100m [each] and we asked ourselves if we could handle that," says Jan Baan, the chief executive. Had the brothers not transferred their shares, both would be billionaires as the stake foundation holds in Baan is worth about \$4bn. "If I had to give my stake away today it would be very difficult," admits Mr Baan. "It is a thousand times easier to give away money before rather than after you get it."

Baan is one of the few software companies that specialise in complex business software called enterprise resource planning (ERP) systems. The ERP market is booming and analysts predict it could triple in size from \$10bn to more than \$30bn in three years. "It is maybe the most attractive market in the IT industry," says Mr Baan.

The company likes to see itself as the "enfant terrible" of the ERP industry, driving innovation and challenging

bigger players, in particular Germany's SAP. "Sometimes it seems like there is only SAP, but we have grown from being 10 times smaller [than SAP] a few years ago to just four times smaller today," he says.

Mr Baan started the company in 1978 and for 15 years it prospered quietly as a supplier of off-the-shelf manufacturing software based in the small Dutch town of Putten. In 1993, the company's fortunes were transformed when a US venture capital firm realised the enormous potential for Baan's software in the US and invested in the Dutch company. A successful IPO soon followed.

"People in the US are born with dollar signs in their eyes, but when we started we did not even know what 'IPO' meant," Mr Baan says. Baan revenues have grown at a compound annual rate of 75 per cent from \$227m in 1995 to \$655m in 1997. Wall Street believes there is plenty of room for growth as more organisations turn to Baan's ERP software to automate their business processes.

"It is a thousand times easier to give away money before rather than after you get it"

"The company has good products, a solid senior management team and plays in a rapidly expanding market," says US investment bank Salomon Smith Barney.

Put simply, what an ERP system does is to keep track of business transactions in the areas of finance, customer order management and manufacturing. To do this well requires a mass of "business rules" to be drawn up to describe the business processes and an army of consultants to help imple-



Jan Baan: the company likes to see itself as an enfant terrible

ment the rules. Consultancy fees can easily double the cost of an ERP project. Mr Baan says the average order for Baan software is around \$400,000, but for larger ERP customers the cost can run to many millions of dollars and implementation may take several years.

Baan's largest customer is Boeing, the aircraft manufacturer, which in 1994 chose the Dutch company, then hardly known in the US, over established ERP suppliers SAP and Oracle. "Boeing is doing probably the biggest business process re-engineering implementation in the industry with 25,000 users," says Mr Baan.

The company is using Baan's software to reduce the lead times needed for aircraft from 15 months to just six and so hopefully leapfrog its European arch-rival Airbus Industrie.

"Baan is the cockpit of Boeing," says Mr Baan, referring to the software's ability to control myriad planning, distribution, manufacturing, logistics and accounting functions. One of the traditional criticisms of ERP is the need to install or upgrade a complete system in one go, which creates big upheavals in organisations. Baan recently unveiled a new component-based product suite that aims to do away with this approach by allowing customers to upgrade just parts

of the system and at their own pace. This practice is being copied by other ERP vendors and is particularly important in reaching smaller companies that balk at the high costs of a traditional monolithic ERP system. "The next gold mine is in this mid-market," says Mr Baan, who says smaller companies could account for half of Baan's revenue in two years. The company last month formed a division focused on such customers. For all its rapid growth of recent years, Baan is still a small player in the business software industry, and so alliances and acquisitions are essential to extend its reach. It has invested in 10 companies in the past year alone. Baan's biggest partner is Microsoft and chairman Bill Gates last month announced the two companies' "common vision for the integrated enterprise". The agreement means Baan will use Microsoft technology in its component-based software and the two companies will collaborate on future Microsoft technology. ERP has been described as the best software business Mr Gates does not own, and Mr Baan hopes to keep it that way by treating him as an ally rather than potential competitor. "Mr Gates will not go into this business - it's just too complex," he says.

Slow start

EURO PRICES

EQUITIES

Slow start for new euro contract

EUROPEAN OVERVIEW

by Philip Coggan,
Markets Editor

European stock markets shed some of Monday's gains yesterday, after a move in the 30-year US Treasury bond yield above 6 per cent dampened some of Wall Street's recent enthusiasm.

The FTSE Europe 300 index closed down 0.9 per cent at 11,234.49. The Euro Stoxx 100 index, which includes companies in those countries that are scheduled to take part in economic and monetary union, fell 0.48 points or

0.93 per cent to 1,012.78. The Euro Stoxx 100, which includes companies from "core" countries such as the UK, shed 26.4 to 2,812.94. It was not an auspicious day for the start of trading in the Euro Stoxx 100 contract on the London International Financial Futures Exchange and, sure enough, only 78 contracts changed hands. However, business is often slow when new contracts are introduced.

The day started off on a subdued note after the disappointing end to Monday trading on Wall Street where the Dow Jones Industrial Average lost an early 100 point

gain to end only 36 points higher. A fall in US Treasury bond prices, as investors grew nervous ahead of economic data and the next meeting of the Federal Reserve's open market committee, took its toll on European bond markets.

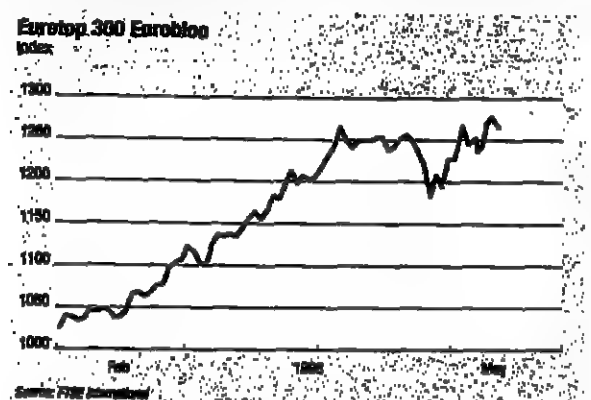
Adding to negative sentiment was a sell-off in Asian stock markets, prompted by Japanese economic worries and the Indian nuclear tests.

Among individual sectors, automobiles was one of the

biggest fallers, dropping 1.8 per cent. Daimler-Benz, which agreed a merger with Chrysler of the US last week, shed Ecu 2.6 to Ecu 88.7 on profit-taking. But BMW rose Ecu 0.5 to Ecu 1,031.5, after it pulled out of the bid battle for Rover's Rover Motors.

The information technology sector shed 2.2 per cent, thanks largely to a steep drop in France's Cap Gemini which lost Ecu 5.1 to Ecu 114.75.

Deutsche Telekom shed Ecu 0.4 to Ecu 22.78 after announcing provisions of Dm3.5-4.5bn after a regulatory decision not to allow it to raise fees to cable users.



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FTSE Actuarial Share Indices

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CURRENCIES & MONEY

FT SYNTHETIC EURO RATES

May 12	Currency code	Rate	Change on day	Change on week	Change on month	Change on year
Europe						
Austria	ATS	14.067187	+0.0009	0.01	+0.0010	0.01
Belgium	BEF	41.238506	-0.0022	-0.01	+0.0136	0.03
Czech Republic	CZK	36.56154	-0.0144	-0.04	+0.0010	0.17
Denmark	DKK	7.461648	-0.0014	-0.02	-0.0090	-0.12
Finland	FM	6.077756	-0.0017	-0.03	-0.0012	-0.02
France	FF	6.703435	+0.0010	0.01	+0.0010	0.02
Germany	DEM	1.936000	+0.0003	0.00	+0.0000	0.00
Greece	GRD	347.292205	-0.1573	-0.05	+0.0025	0.08
Hungary	HUF	236.298003	-0.1408	0.06	+0.2511	0.15
Ireland	IEP	0.787125	-0.0014	-0.18	-0.0021	-0.26
Italy	ITL	1871.881348	+0.3576	0.02	-0.5444	-0.03
Luxembourg	LUF	41.238506	-0.0022	-0.01	+0.0136	0.03
Netherlands	NLG	2.203710	-0.0001	-0.01	+0.0009	0.00
Norway	NOK	8.352341	+0.0050	0.08	+0.0629	0.29
Poland	PLN	3.175784	+0.0054	0.08	+0.0223	0.23
Portugal	PTE	206.486116	-0.3701	-0.19	+0.0000	0.00
Romania	ROL	5662.964141	+26.7908	1.28	+0.9895	19.16
Spain	PES	166.639184	+0.0398	0.45	+0.0310	0.01
Sweden	SEK	9.465268	+0.0010	0.11	+0.0000	0.00
Switzerland	CHF	1.9677154	-0.0433	-0.05	-0.0788	0.00
United Kingdom	GBP	8.517018	-0.0108	-0.13	-0.0274	-0.04
United States	USD	1.695338	-0.0010	-0.05	-0.0045	-0.05
West Germany	DM	1.687638	-0.0001	-0.12	-0.0000	0.00
Yugoslavia	YUD	13.637300	-0.0001	-0.01	+0.0000	0.00
East Germany	EGM	1.915252	-0.0001	-0.01	+0.0076	0.00

CURRENCIES & MONEY

Investors take courage and sell yen

MARKETS REPORT

By Simon Kuper and Richard Adams

Investors sold the yen yesterday, taking the risk that the Bank of Japan would intervene for its currency.

The bad news from Japan never seems to end. Yesterday a ministry of finance official admitted that adopting US reporting standards would probably raise the total of bad loans in the banking sector by 30 per cent. Wholesale prices for April fell 2.7 per cent on last year, and Japanese benchmark bond yields hit a record low of 1.3 per cent.

Japan's Economic Planning Agency said conditions were becoming more severe. Marc Chandler, senior currency economist at Deutsche Morgan Grenfell in New York, noted that in the next week Japanese investment trusts would be raising

Y1,500bn and sending half of it abroad.

The dollar therefore rose Y1.1 against the yen to close in London at Y138.8. Patricia Ellis, technical analyst at S & P's DMS in London, said the dollar's break above Y135.5 was crucial. Investors had expected the Bank of Japan to intervene when the yen fell to that level, as it had done on Good Friday. But the bank was invisible yesterday. The dollar's next target was now its year-high of Y135.40, Ms Ellis said. The D-Mark gained Y0.71 against the yen to Y75.41, its peak since October 1996.

George Soros, the hedge fund manager, has been buying options to sell the pound at DM2.65 and DM2.70

against the D-Mark, a newspaper reported yesterday. The phrase "Soros has been in the market" has long been regarded as an excellent device for moving currencies. For years after Mr Soros made \$1bn from selling the pound on Black Wednesday in 1992, it worked. Everyone wanted whatever Mr Soros was having. But in recent years the phrase has ceased to have much effect. It has been overused, and furthermore Mr Soros has shown less of a golden touch lately.

The report that Mr Soros had been selling pounds again certainly caused a rise in the pound among the few traders who can remember 1992. However, sterling suffered only very briefly, and ended the day slightly higher at DM2.90 to the D-Mark.

Investors were wary of being caught short of the currency ahead of today's Bank of England Inflation Report and risk of economic data.

near a decade, but cut forecasts of economic growth.

By selling the Kiwi dollar, the market has anticipated a dramatic monetary easing by New Zealand's central bank. The currency's fall has dragged the Monetary Conditions Index 150 points below the Reserve Bank of New Zealand's central target of 500 for the second quarter. The index aggregates the exchange rate and short-term interest rates. Most analysts expect a new target about 200 points lower when the RBNZ makes its quarterly monetary policy statement on May 25.

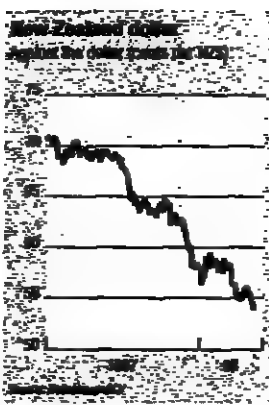
The bank's only alternative would be to raise interest rates to about 10 per cent - and even that might not support the Kiwi.

"Higher rates will be seen as incompatible with the current state of the domestic economy," said Paul Meggs at DMS in London.

Mr Meggs said the MCI strategy had produced sharp swings in the currency whenever the bank has moved to change monetary policy.

Mahathir Mohamad, the Malaysian prime minister who hates currency traders, said yesterday: "I don't feel anything about it (the ringgit) any more because it does not belong to us, it belongs to the people who can push it up."

When the ringgit plunged last year, Dr Mahathir would speak of regulating the currency market. But yesterday he said the global market "is the system that is in place now." Impliedly some sort of acceptance.



New Zealand dollar index (1992=100)

The Australian and New Zealand dollars sank again yesterday. The former fell to \$0.635 against the US dollar, just above a 12-year low, while the New Zealand dollar hit \$0.536. Both currencies are victims of high current account deficits and the recent revival in the Asian crisis. The Australian budget yesterday included the first budget surplus in

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Mr Meggs said the MCI strategy had produced sharp swings in the currency whenever the bank has moved to change monetary policy.

Mahathir Mohamad, the Malaysian prime minister who hates currency traders, said yesterday: "I don't feel anything about it (the ringgit) any more because it does not belong to us, it belongs to the people who can push it up."

When the ringgit plunged last year, Dr Mahathir would speak of regulating the currency market. But yesterday he said the global market "is the system that is in place now." Impliedly some sort of acceptance.

WORLD INTEREST RATES

MONEY RATES

May 12	Overnight	One month	Three months	Six months	One year	Local bank	Repo rate
Belgium	3.2	3.4	3.4	3.4	3.4	4.00	2.75
France	3.2	3.4	3.4	3.4	3.4	4.00	2.50
Germany	3.4	3.4	3.4	3.4	3.4	4.00	2.50
Italy	3.4	3.4	3.4	3.4	3.4	4.00	2.50
Netherlands	3.2	3.4	3.4	3.4	3.4	4.00	2.50
Sweden	3.2	3.4	3.4	3.4	3.4	4.00	2.50
Switzerland	3.2	3.4	3.4	3.4	3.4	4.00	2.50
UK	3.2	3.4	3.4	3.4	3.4	4.00	2.50
Japan	3.2	3.4	3.4	3.4	3.4	4.00	2.50

EURO CURRENCY INTEREST RATES

May 12	Overnight	One month	Three months	Six months	One year
Belgium Franc	3.2	3.4	3.4	3.4	3.4
French Franc	3.2	3.4	3.4	3.4	3.4
German Mark	3.4	3.4	3.4	3.4	3.4
Italian Lira	3.4	3.4	3.4	3.4	3.4
Spanish Peseta	3.2	3.4	3.4	3.4	3.4
Portuguese Escudo	3.2	3.4	3.4	3.4	3.4
Swedish Krona	3.2	3.4	3.4	3.4	3.4
Swiss Franc	3.2	3.4	3.4	3.4	3.4
UK Pound	3.2	3.4	3.4	3.4	3.4
Japanese Yen	3.2	3.4	3.4	3.4	3.4
US Dollar	3.2	3.4	3.4	3.4	3.4

THREE MONTH EURO CURRENCY FUTURES (LFF) 1000 points of 100%

May 12	Open	Settle	Change	High	Low	Est. vol	Open int.
Jun	95.32	95.32	+0.05	95.33	95.32	15,322	65,776
Jul	95.13	95.14	-0.02	95.13	95.13	3,746	37,243

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DOLLAR SPOT FORWARD AGAINST THE DOLLAR

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Jul	95.13	95.14	-0.02	95.13	95.13	3,746	37,243

DOLLAR SPOT FORWARD AGAINST THE DOLLAR

May 12	Open	Settle	Change	High	Low	Est. vol	Open int
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Study says hedging played part in gold price fall

level to \$4.5m tray ounces in April, according to the London Bullion Market Association. The average daily value was also down, from \$11.4bn to \$10.6bn.

"Utilisation of borrowed gold by the mining industry - its development and future prospects" free from the WGC, 16 Haymarket, London SW1Y 4BP.

Uganda's 50 per cent drop in 1997-98 coffee exports to 2.6m 60kg bags was widely expected. Reports from Vietnam suggested the country's 1998-99 harvest in the two main coffee-producing provinces could be down by as much as 33.4 per cent, to 190,000 tonnes.

On the London Metal Exchange three-month copper finished marginally higher at \$1,754 a tonne, up \$23, but nickel again came under pressure, finishing down \$90 at \$3,080 a tonne.

However, as Mr O'Sullivan notes: "There is a limit on how helpful the government can be to the oil companies," especially as they still owe billions of dollars in taxes. Although these are testing times for Russia's oil barons, some observers argue that the current price pressure might actually be a healthy shock to the system.

The harsher conditions could be just what Russian oil firms need to grow into world-class corporations.

Day's Change	High	Low	Vol
23 -0.550	69.050	68.900	42,900
22 -0.625	69.050	68.900	43,400
20 -0.900	68.625	67.800	7,700
19 -0.325	68.500	68.000	1,500
18 -0.525	70.000	70.000	1,100
17 -0.350	71.575	71.000	15,100
52 WK CME (40,000 lbs): cent/bush			
00 -0.475	61.825	61.000	3,700
79 -0.650	61.750	61.500	2,600
78 -0.725	59.500	58.300	3,900
76 -0.675	54.000	53.650	2,200
30 -0.850	54.300	53.700	1,100
29 -0.175	55.200	55.900	8,500
52 WK CME (40,000 lbs): bush			
26 -1.500	50.500	50.500	2,500
23 -1.675	50.000	51.750	1,000
78 -1.250	55.000	53.250	1,100
75 -	92.500	49.600	
30 -	45.700	43.125	

1

Diesel	\$13.08-13.28	
Brent Blend (Marine)	\$14.57-14.84	
Brent Blend (Jan)	\$15.19-15.25	
W.T.L.	\$13.58-13.88	
U.S. MIL PRODUCTION INVE-promoted delivery CF (cont)		
Procedural Gasoline	\$167-168	
Gas Oil	\$134-136	
Heavy Fuel Oil	\$66-68	
Naphtha	\$151-158	
Jet Fuel	\$153-155	
Diesel	\$139-141	
U.S. NATIONAL GAS (Procedural)		
Residue (Jan)	\$15-15.20	
Petroleum Assoc. Vol. London (1971)	509 8752	
SEE OTHER		

	Latest price	Day's change	High	Low
Jan	2.240	+0.025	2.265	2.219
Jun	2.295	+0.025	2.320	2.275
Aug	2.340	+0.020	2.380	2.320
Sep	2.370	+0.020	2.395	2.350
Oct	2.410	+0.020	2.425	2.390
Nov	2.540	+0.015	2.555	2.525
Total				

	Latest price	Day's change	High	Low
Jan	52.70	+0.40	52.85	52.30
Jun	53.50	+0.25	53.80	53.30
Aug	53.80	+0.25	54.00	53.55
Sep	53.25	-0.02	53.40	53.05
Oct	52.10	-0.02	52.10	52.10
Nov	51.40	-	51.40	51.40
Total				

	Jan	Feb	Mar	Apr	May	High	Low	Vol
Jan	\$71.50	+3.50	\$75.00	\$78.50	50			
Feb	\$49.00	+1.00	\$50.00	\$49.00	20			
Sum								20
Total								50

FUTURES DATA
All futures data supplied by CME.

Tea from the Tea Brokers' Association (Teabrokers) improved demand, but easier rates. Brighter liquoring and Medi BP1's were irregular and on balance easy. Lower Mediums declined on average by 20 to 20 cents, with Plainest sorts improving easier. Brighter liquoring and Medi BP1's were irregularly easier by about 10 to 20 cents. Lower Mediums and Plainest sorts were neglected but where sold about 20 to 20 cents easier. Brighter PD's were very irregular following quality with select sorts 20 to 30 cents. Lower Mediums depressed by around 20 to 25 cents.

May 12	May 11
1630.0	1629.6
CME Futures (Close: 19)	
May 11	May 8
223.51	225.14
S&P 500 Spot (Close: 1970)	
May 11	May 8
163.84	163.85
LME WAREHOUSE STOCKS	
Aluminium	+7
Aluminium alloy	+8
Copper	-2
Gold	-5
Nickel	+1
Zinc	-1
Tin	-1

age	year ago	Start
3	1984.0	Med
		Wthr
age	year ago	Fluto
		Fluth
		Fluth
age	year ago	Cop
2	197.81	Palu
		Soy
to	525,825	Coll
to	51,100	Wro
to	282,000	2
to	106,350	ag
to	64,578	Fluto
to	482,825	4,914
to	5,845	

may 22)	\$333.00	-
LJ	83.0c	-
(paper)	48.00c	-
9)	71.54r	-
night)	275.5	-
night)	66.88p	+1
night)	125.92c	+2
night)	68.54p	+3
r (pass)	2236.0c	+4
s (note)	\$274.20	+5
need)	Unq	-
Yellow)	\$109.00	-
rk North)	Unq	-
	48.00p	-
	48.00p	-
S Not)	296.50m	-
mlyS	732.5y	-
ny-S	697.5	-
	\$420.Dy	-
i)	180.0	-
A' index	63.0c	-
Super)	382p.	-

* character added as previous c contains
 * change y added. c. note. Yellow Paper
 * change S added. c. note. Green Paper
 * change on work. p

UNNOTES SECURED
 A F M P P A A C
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FT MANAGED FUNDS SERVICE

Offshore Insurances and Other Funds

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Birmingham

welcomes the largest
convention of its
kind in the world.

(Needless to say, it's going to
be a roaring success.)

Lions Clubs International Convention
June 29th - July 3rd

the nec
birmingham

Birmingham

Entity	Shares	Price	% Chg	Total
Blackwell Management Co LP	100,000	\$28.55		
Blackwell Fund I	100,000	\$28.55		
Blackwell Fund II	100,000	\$28.55		
Blackwell Fund III	100,000	\$28.55		
Blackwell Fund IV	100,000	\$28.55		
Blackwell Fund V	100,000	\$28.55		
Blackwell Fund VI	100,000	\$28.55		
Blackwell Fund VII	100,000	\$28.55		
Blackwell Fund VIII	100,000	\$28.55		
Blackwell Fund IX	100,000	\$28.55		
Blackwell Fund X	100,000	\$28.55		
Blackwell Fund XI	100,000	\$28.55		
Blackwell Fund XII	100,000	\$28.55		
Blackwell Fund XIII	100,000	\$28.55		
Blackwell Fund XIV	100,000	\$28.55		
Blackwell Fund XV	100,000	\$28.55		
Blackwell Fund XVI	100,000	\$28.55		
Blackwell Fund XVII	100,000	\$28.55		
Blackwell Fund XVIII	100,000	\$28.55		
Blackwell Fund XIX	100,000	\$28.55		
Blackwell Fund XX	100,000	\$28.55		
Blackwell Fund XXI	100,000	\$28.55		
Blackwell Fund XXII	100,000	\$28.55		
Blackwell Fund XXIII	100,000	\$28.55		
Blackwell Fund XXIV	100,000	\$28.55		
Blackwell Fund XXV	100,000	\$28.55		
Blackwell Fund XXVI	100,000	\$28.55		
Blackwell Fund XXVII	100,000	\$28.55		
Blackwell Fund XXVIII	100,000	\$28.55		
Blackwell Fund XXIX	100,000	\$28.55		
Blackwell Fund XXX	100,000	\$28.55		
Blackwell Fund XXXI	100,000	\$28.55		
Blackwell Fund XXXII	100,000	\$28.55		
Blackwell Fund XXXIII	100,000	\$28.55		
Blackwell Fund XXXIV	100,000	\$28.55		
Blackwell Fund XXXV	100,000	\$28.55		
Blackwell Fund XXXVI	100,000	\$28.55		
Blackwell Fund XXXVII	100,000	\$28.55		
Blackwell Fund XXXVIII	100,000	\$28.55		
Blackwell Fund XXXIX	100,000	\$28.55		
Blackwell Fund XL	100,000	\$28.55		
Blackwell Fund XLI	100,000	\$28.55		
Blackwell Fund XLII	100,000	\$28.55		
Blackwell Fund XLIII	100,000	\$28.55		
Blackwell Fund XLIV	100,000	\$28.55		
Blackwell Fund XLV	100,000	\$28.55		
Blackwell Fund XLVI	100,000	\$28.55		
Blackwell Fund XLVII	100,000	\$28.55		
Blackwell Fund XLVIII	100,000	\$28.55		
Blackwell Fund XLIX	100,000	\$28.55		
Blackwell Fund L	100,000	\$28.55		
Blackwell Fund LI	100,000	\$28.55		
Blackwell Fund LII	100,000	\$28.55		
Blackwell Fund LIII	100,000	\$28.55		
Blackwell Fund LIV	100,000	\$28.55		
Blackwell Fund LV	100,000	\$28.55		
Blackwell Fund LVI	100,000	\$28.55		
Blackwell Fund LVII	100,000	\$28.55		
Blackwell Fund LVIII	100,000	\$28.55		
Blackwell Fund LIX	100,000	\$28.55		
Blackwell Fund LX	100,000	\$28.55		
Blackwell Fund LXI	100,000	\$28.55		
Blackwell Fund LXII	100,000	\$28.55		
Blackwell Fund LXIII	100,000	\$28.55		
Blackwell Fund LXIV	100,000	\$28.55		
Blackwell Fund LXV	100,000	\$28.55		
Blackwell Fund LXVI	100,000	\$28.55		
Blackwell Fund LXVII	100,000	\$28.55		
Blackwell Fund LXVIII	100,000	\$28.55		
Blackwell Fund LXIX	100,000	\$28.55		
Blackwell Fund LXX	100,000	\$28.55		
Blackwell Fund LXXI	100,000	\$28.55		
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Blackwell Fund LXXXII	100,000	\$28.55		
Blackwell Fund LXXXIII	100,000	\$28.55		
Blackwell Fund LXXXIV	100			

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**Birmingham
welcomes the largest
convention of its
kind in the world.**

(Needless to say, it's going to be a roaring success.)

Lions Clubs International Convention
June 29th - July 3rd

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LONDON STOCK EXCHANGE

US interest jitters return to erode confidence

MARKET REPORT

By Steve Thompson,
UK Stock Market Editor

The firm tone in London's equity market over the previous two sessions was reversed yesterday as jitters over the prospects of a rise in US interest rates returned to unsettle European bourses. There was also an element of unease ahead of the Bank of England's quarterly inflation report due this morning.

But the weakness in London was confined to the leaders, represented by the FTSE

100. The rest of the market, comprising the FTSE 250 and SmallCap indices, was never really under any downside pressure, apart from at the outset of trading when the 250 index spent the first 30 minutes showing a marginal fall.

On the contrary, the FTSE 250 and SmallCap indices marched on to fresh intraday and closing records. The 250 gained a further 7.3 at a closing peak of 5,779.7, having hit an intraday record of 5,781.7, while the SmallCap gained 10.2 to a record close of 2,729.1, after touching an intraday peak of 2,739.4.

At the close, the FTSE 100 index had given up all of Monday's advance, and more, finishing 71.0 lower at 5,556.7. At its worst, the index was down 73.0.

The US Federal Reserve's open market committee meets in Washington next Tuesday to determine monetary policy and a rise in rates is seen by some as a possibility.

Heavy losses in London's front-line stocks came in the wake of a disappointing finish to Monday's session on Wall Street, where the Dow Jones Industrial Average, up 100 points in early trading,

fell away to finish only 35 ahead.

Dealers in London were quick to point out that the S&P 500 index, viewed as much more representative of the US market, finished the day showing a small decline. Wall Street gave no real support yesterday, posting a 30-point decline not long after trading began.

There was further uncertainty for the UK market from the weakness of the US Treasury bond market overnight, where the yield on the long bond moved back above the 6 per cent mark. This week sees important economic data, including retail sales figures and producer and consumer inflation news.

UK gilts lost ground in the wake of the US bond market's falls, adding to the pressure on equities.

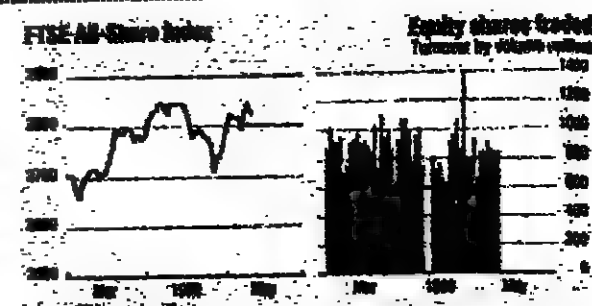
The recent strong flow of corporate activity continued yesterday with US paints group PPG confirming market suspicions that it had made a takeover approach to Courtaulds in conjunction with Donaldson Lufkin and Jenrette, the US investment bank.

There was plenty of bid action among the small caps,

where takeovers were announced by Gibbon Group, the printing inks group, Capital Group, the security and investigations company, and Brunner Mond, a chemicals group.

Senior traders insisted that the FTSE 100 would be sustained by continuing takeover speculation and that the 250 and SmallCap indices would be driven by actual activity. "Corporate deals are driving the market and there are lots more to come in the short term," said one trader.

Turnover at 6pm was \$43.8m shares.



Index and rates	FTSE 100	FTSE 250	FTSE All-Share	FTSE 100 Div. Yld.	FTSE 250 Div. Yld.	FTSE All-Share Div. Yld.
	5556.7	5779.7	5667.7	3.5%	3.5%	3.5%
	5556.7	5779.7	5667.7	3.5%	3.5%	3.5%
	5556.7	5779.7	5667.7	3.5%	3.5%	3.5%

Best performing sectors	Worst performing sectors
1. Technology +0.5	1. Technology -0.5
2. Pharmaceuticals +0.3	2. Pharmaceuticals -0.3
3. Financials +0.2	3. Financials -0.2
4. Chemicals +0.1	4. Chemicals -0.1
5. Consumer Goods +0.1	5. Consumer Goods -0.1

BOC
rides
see-saw

COMPANIES REPORT

By Peter John and Martin Price

Industrial gases group BOC experienced a tumultuous session in the wake of first-half results at the low end of expectations.

The stock traded 17 lower first thing, but clawed back to close 3 1/2 higher at 976p amid hopes that a review launched by the company signalled a recovery from its recent poor performance.

Profits dropped 17 per cent to £179.8m in the six months to the end of March, compared with analysts forecasts between £179.5m and £190.5m.

The figures were depressed by sterling strength and the sale of the Ohmeda healthcare businesses. Underlying profits only fell 3 per cent but were still disappointing.

Forecasts are expected to be reduced to around £375m-£385m. Credit Lyonnais said its profit forecast would probably come back to around £380m from £415m. BT Alex Brown was said to have cut its full-year estimate to £385m from £420m and others were making similar reductions.

Commercial Union and General Accident were big fallers amid jitters over

today's first-quarter results from the two insurers. CU fell 46 to £10.76 and GenAcc 45 to £13.60. The two groups will issue their last quarterly earnings on Wednesday before a merger in June.

Other large insurers Guardian Royal Exchange and Royal & Sun Alliance were also down.

Insurer Norwich Union gained 5 to 438p following an upgrade from Dresdner Kleinwort Benson.

Insurance broker Sedgwick eased 3 1/2 to 154p after announcing a slide in first-quarter profits to £38.3m from £43.6m.

Hyder and United Utilities

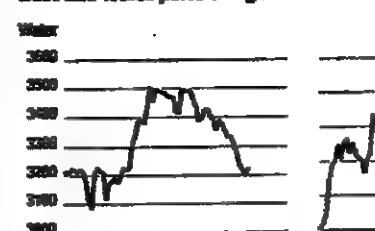
rose as Dresdner Kleinwort Benson repeated a "buy" recommendation on the two stocks.

United Utilities traded 14 higher at 806p while Hyder rose 9 to 849p. Analyst Guy Farmer was pushing the two stocks on the basis of yield and interest cover. He was positive on the rest of the sector for the same reason.

Among other water stocks, Anglian Water rose 11 to 860p and Yorkshire Water 12 to 460p.

Confirmation that PPG, the world's biggest paints company, is interested in Courtaulds and prepared to top the current 450p-a-share

Best and worst performing FTSE sectors



offer from Akzo Nobel of the Netherlands sent Courtaulds' shares up 7 to 473p.

Xenova rallied 4 to 181p after the pharmaceuticals company said its new cancer drug had entered Phase I clinical trials. The drug is part of Xenova's multi-drug resistance programme.

Celisis International jumped 8 1/2 to 41p as the contamination testing firm reported a reduced loss for the year and said its chief executive had resigned. The company also said the executive had informed the board he was considering taking the company private.

Bank of Ireland rose 4 to £12.61 after Lehman Brothers raised profit estimates and repeated an "outperform" rating ahead of Thursday's results.

Lehman said the bank's forthcoming results should show strong revenue growth from the booming Irish economy. The broker raised its 1999 net income forecast to £420m from £375m and the earnings per share forecast to 80p from 72p.

Metal and electronics group Johnson Matthey lifted 9 1/2 to 640p after SG

Northern climbs

Northern Foods climbed 12

to 213p after SBC Warburg Dillon Read recommended the stock. The broker gave the shares a target price of 260p and upgraded the stock to "buy" from "hold".

A series of trading statements underlined the recent trend of strong performance by information technology companies. The trading statement from CMG helped

the shares rise 70 to 227 1/2p after it said sales and profits were well ahead of last year. JBA Holdings continued to benefit from its trading statement on Monday, which said first-quarter revenues were up 58 per cent on the same period a year ago. The shares rose 37 1/2 to 686p.

WDIS continued the trend of bullish trading statements from IT groups, and the stock gained 3 to 87 1/2p.

MBMT Computing rose 40 to

SECURITIES

SECURITIES

The latest target was Brunner Mond, which agreed to a 190p-a-share bid from Soda Ash, a company formed by venture capitalists to take Brunner private. Brunner Mond's shares rose 7 1/2 to 166 1/2p. The company raised a general issue of concern when it focused on the disappointing share performance since it floated from ICI in 1996.

Sun Chemical of the Netherlands yesterday made a 250p-a-share offer for printing inks specialist Gibbon Group. Gibbon rose 3 1/2 to 249 1/2p, one of the better performers in the market.

Security and investigations company Capital will be taken private via an agreed 175p-a-share bid from Chemax, a group formed by venture capitalists and the management. Chemax is paying a 35 per cent premium.

FUTURES AND OPTIONS

FUTURES AND OPTIONS

FTSE 100 INDEX FUTURES (LSE) £10 per pt. net index point	Open	Settle	Change	High	Low	Vol	Open Int.
Jun	5662.0	5662.0	-54.0	5670.0	5657.0	13078	154274
Jul	5664.5	5664.5	-54.0	5672.5	5659.5	0	10781
Aug	5667.0	5667.0	-54.0	5675.0	5662.0	0	230

FTSE 100 INDEX OPTION (LSE) £10 per pt. net index point

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FTSE 250 INDEX OPTION (LSE) £10 per pt. net index point

Call	Put	Open	Settle	Change	High	Low	Vol	Open Int.
Jun	5779.7	5779.7	5779.7	-71.0	5787.0	5772.0	13078	154274
Jul	5782.2	5782.2	5782.2	-71.0	5790.0	5767.0	0	10781
Aug	5784.7	5784.7	5784.7	-71.0	5792.0	5777.0	0	230

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FTSE 100 INDEX OPTION (LSE) £10 per pt. net index point

FTSE		
INTERNATIONAL		

WORLD STOCK MARKETS

31

→ / - High Low

19.5	+05	27	17.8
27.85	-3	44.25	34.25
22.35	-48	40.5	25
43.9	+3	44.8	31.9
45.5	+25	45.5	25
36.1	+15	39.5	25
40.5	-5	40.5	34.5
39.5	-05	40.5	34.5
8.5	-5	15.5	7.5
42	-40	7.25	1.75
17	+2	18.1	13.8
28.5	+3	29	28.5
2.55	-24	2.75	1.05
24.3	+2	26	18
30	-6	48	25
22.5	-2	48.5	10.25
23	-18.5	92	16
13.5	-2	17.5	7.25
3	-1.5	9.25	2.05
8	+1	18.5	8
5.15		8.4	3.75
28.85		31.5	20
12.8	-05	13.5	8.25
38.4		38.75	25
26.5	+15.5	42.25	26
28.5	-1	42	23.5
28		28.5	15.5
4.55	-20	8.5	2.2

28.75	-1	-20.1	21.5
1.12	+3	35.3	0.55
15.40	+5	17.9	13.2
24.85	+6	23.5	12.6
4.45	+4	23.75	4.5
19.5	-4	23.4	13.4
7.3	+15	7.7	3.35
20.25	-5	31.75	20.75
578	+13	800	253
19.7	-3	32	15
15.2	-1	21	14.5
23.05	-35	34.5	17.95
45.5	+1	44.1	32.9
46.5	-2	38.25	33.5
53.5	-5	38.75	33.5
5.9		10	4.8
4	-35	46	24
55.75	+55	85	35
4.02	-12	27.6	12
7.5	-5	14.1	3.7
4.75	-15	13.75	6.7
12.25		12.5	8
4	+25	4.7	2.1
37.3	-1	78.5	11.8
30.8	-15	38	25.8
50.25	-28	2.95	0.25
6.6	-67	3.3	0.3
0.54	-25	87.8	34

20.25	-	82.5	64
27.75	-15	47.5	21.25
4.55	-2	8.75	4
5.5	+1.7	58	26.4
8		8.25	3.3
20.25	+25	32.5	18
8	-5.5	8.75	7.5
50		50	50
18.25	+4	22.5	18.8
33.7	-8	38	21.5
31.25	-15	33.8	17.5
40.2	+2	48.5	38.5
22.4	+3	43.5	13
25.3	-2	23.75	29
19.5	-3	21.7	13.5
10.75	-9	13.75	32.5
39.05	-55	35.5	32.5
12.6	+1	13.4	10.5
23.55	-15	24.55	12.5
22.1	+1	22.5	7
27.4		27.5	22.5
11.5	-35	27.5	22
23.45	+15	51.2	19.5
0.82	-55	1.5	0.85
25.5	-25	32	15.5
44.25	-25	35	25.5
10		67.5	23.5
8.55	+55	8.3	4.4
10		70.5	7.25

28.25		28	22
83.1	+1.8	85.5	81.5
18.35		17	11.2
8.45	+16	7.2	4.7
34	+4	38	28
25	+25	27.5	28.5
18.1		17.25	7
23.5	-25	31	18.5
23.7		23	28.5
7.4	-86	27.8	7
20.3		5	27.3
125	+2	136.2	98.5
58.75	-25	60.5	58.5
58.75	-25	60.4	26.5
8.65		8.7	6.5
36.55	+88	28.5	23
8.5		7.8	4.4
20.25		22.5	14
15.5		13.5	135
8.85	+25	14.5	8.9
25.65	-106	65.5	9.5
0.34		0.85	0.1
12.75		17.7	18.5
25.4	-45	22.5	20
4.5		5.78	2.1
8.4		11.5	4.3
88.35	+2	89.2	50.8
7.58	+18	4.5	0.8

5.85	-0.05	8.5	3.35
13.25	-2	13.25	10.75
8.5	-3	8.5	6
17.5	+2.25	20	11.2
9	0	8.75	8
7.5	0	8.5	8
2	+0.25	2.25	0.75
81	-7	82.5	43.25
27.1	+1	28.25	14.9
26	+3	28.25	19.25
8.9	0	8.2	8
0.115	-0.05	0.42	0.08
27.75	-2.25	25.5	21.75
10	0	14.5	8.5
12.9	-1	14.5	8.25
66	+1	35.4	23.75
48.5	+1	34.1	49.46
8.25	-2	8.8	3.25
19.5	-2	20.25	17.5
86	-28	87.5	40.7
38	+15	43.5	32.2
15	0	18.75	14.25
44	-2	46	28
64.75	+5	74.75	38.5
32.15	-0.5	34.5	25.4
23.3	-35	24.5	5.5
13	-0.5	13.5	7.5

	High	Low
70.5	-1.5	12.5
32.3	-5	37.8
18.5	18.5	15
80.75	+7.5	53.5
45.6		50
2.5	-0.5	3.0
34.5	-2	36.5
146	-1.5	156
0.32	+0.27	7.56

7.70	42.80	1.7	8.0
7.59	46.30	1.3	20.5
7.55	18.35	3.5	37.5
11.10	34.60	2.2	10.7
8.20	72.16	2.0	13.6
11.25	18.22	—	10.8
6.70	45.80	2.0	14.3
7.30	20.10	—	26.0
2.15	18.49	—	22.6
3.78	4.38	0.5	—
1.50	2.77	1.1	6.9
4.44	35.80	2.7	34.2
12.23	6.54	3.1	9.9
72.29	129.43	8.3	7.3
—	33.27	2.6	—
4.45	18.80	3.0	18.3
10.18	134	—	—
1.10	34.30	—	—
8.60	30	2.2	—

Range

High	Low	Yr	PR
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30	22.90	1.8	18.8
50	12.80	3.5	11.0
70	12.50	2.5	10.0
110	12.50	3.5	10.5
130	10.84	6.0	7.9
150	157	2.6	9.1
170	181	4.2	12.0
190	76	4.8	8.3
210	98	3.3	31.8
230	149	5.8	27.5
250	7.01	2.4	3.6
270	8.3	3.3	7.8
290	1.85		29.0
310	3.35	3.3	7.8
330	37.60	2.8	11.6
350	5	3.25	21.10
370	66	—	9.7
390	28	—	8.5
410	65	—	31.4
430	172	5.8	
450	3.01		14.8
470	84	2.8	5.6
490	9.39	5.1	18.9
510	18.80	5.8	9.3
530	7.50	—	8.2
550	31.75	1.8	21.9
570	47.45	5.7	17.7
590	17	5.1	58.5
610	6	6.0	11.0
630	1.0		8.7

0	22	0.3
0	80	2.8
0	2	7.8
0	8	4.0
0	8	7.4
0	9.90	3.0
0	1.90	9.5
0	2.2	17.8
0	34.59	2.4
0	15.50	8.1
0	15.85	5.8
0	15.85	14.8
0	43.50	1.5
0	276	28
0	102.20	2.4
0	3.95	8.1
0	3.95	1.8
0	3.60	1.3
0	80	0.7
0	13.10	1.9
0	85	7.4
0	34.95	3.7
0	8	2.9
0	43.95	2.4
0	48	4.8
0	6.97	3.2
0	31	2.0
0	21	2.2
0	6	3.5
0	18	17.2
0	35.90	10.9
0	2.70	4.1

19.80	2.9	11.4
55	2.6	12.9
16.90	2.5	14.3
107.20	2.0	23.8
49	3.5	29.2
58.50	8.6	11.2
10.75	-	3.7
17.80	1.6	17.0
50	2.0	18.0
43.80	3.1	10.5
18	1.5	26.7
70	6.3	18.7
14.50	2.9	15.1

Information:

quotes on the
last traded
day of trading
at 4:00 PM
on the day of
the auction.

Notes:

quotes of any
securities for March
1994 - 31 1994
1994 330 17.15

<http://www.rockwell.com>

Emerging markets:

IFC investable indices

[illegible]

1990年	1991年	1992年	1993年	1994年	1995年	1996年	1997年	1998年	1999年	2000年	2001年	2002年	2003年	2004年	2005年	2006年	2007年	2008年	2009年	2010年	2011年	2012年	2013年	2014年	2015年	2016年	2017年	2018年	2019年	2020年	2021年	2022年	2023年	2024年	2025年	2026年	2027年	2028年	2029年	2030年	2031年	2032年	2033年	2034年	2035年	2036年	2037年	2038年	2039年	2040年	2041年	2042年	2043年	2044年	2045年	2046年	2047年	2048年	2049年	2050年	2051年	2052年	2053年	2054年	2055年	2056年	2057年	2058年	2059年	2060年	2061年	2062年	2063年	2064年	2065年	2066年	2067年	2068年	2069年	2070年	2071年	2072年	2073年	2074年	2075年	2076年	2077年	2078年	2079年	2080年	2081年	2082年	2083年	2084年	2085年	2086年	2087年	2088年	2089年	2090年	2091年	2092年	2093年	2094年	2095年	2096年	2097年	2098年	2099年	2100年	2101年	2102年	2103年	2104年	2105年	2106年	2107年	2108年	2109年	2110年	2111年	2112年	2113年	2114年	2115年	2116年	2117年	2118年	2119年	2120年	2121年	2122年	2123年	2124年	2125年	2126年	2127年	2128年	2129年	2130年	2131年	2132年	2133年	2134年	2135年	2136年	2137年	2138年	2139年	2140年	2141年	2142年	2143年	2144年	2145年	2146年	2147年	2148年	2149年	2150年	2151年	2152年	2153年	2154年	2155年	2156年	2157年	2158年	2159年	2160年	2161年	2162年	2163年	2164年	2165年	2166年	2167年	2168年	2169年	2170年	2171年	2172年	2173年	2174年	2175年	2176年	2177年	2178年	2179年	2180年	2181年	2182年	2183年	2184年	2185年	2186年	2187年	2188年	2189年	2190年	2191年	2192年	2193年	2194年	2195年	2196年	2197年	2198年	2199年	2200年	2201年	2202年	2203年	2204年	2205年	2206年	2207年	2208年	2209年	2210年	2211年	2212年	2213年	2214年	2215年	2216年	2217年	2218年	2219年	2220年	2221年	2222年	2223年	2224年	2225年	2226年	2227年	2228年	2229年	2230年	2231年	2232年	2233年	2234年	2235年	2236年	2237年	2238年	2239年	2240年	2241年	2242年	2243年	2244年	2245年	2246年	2247年	2248年	2249年	2250年	2251年	2252年	2253年	2254年	2255年	2256年	2257年	2258年	2259年	2260年	2261年	2262年	2263年	2264年	2265年	2266年	2267年	2268年	2269年	2270年	2271年	2272年	2273年	2274年	2275年	2276年	2277年	2278年	2279年	2280年	2281年	2282年	2283年	2284年	2285年	2286年	2287年	2288年	2289年	2290年	2291年	2292年	2293年	2294年	2295年	2296年	2297年	2298年	2299年	2300年	2301年	2302年	2303年	2304年	2305年	2306年	2307年	2308年	2309年	2310年	2311年	2312年	2313年	2314年	2315年	2316年	2317年	2318年	2319年	2320年	2321年	2322年	2323年	2324年	2325年	2326年	2327年	2328年	2329年	2330年	2331年	2332年	2333年	2334年	2335年	2336年	2337年	2338年	2339年	2340年	2341年	2342年	2343年	2344年	2345年	2346年	2347年	2348年	2349年	2350年	2351年	2352年	2353年	2354年	2355年	2356年	2357年	2358年	2359年	2360年	2361年	2362年	2363年	2364年	2365年	2366年	2367年	2368年	2369年	2370年	2371年	2372年	2373年	2374年	2375年	2376年	2377年	2378年	2379年	2380年	2381年	2382年	2383年	2384年	2385年	2386年	2387年	2388年	2389年	2390年	2391年	2392年	2393年	2394年	2395年	2396年	2397年	2398年	2399年	2400年	2401年	2402年	2403年	2404年	2405年	2406年	2407年	2408年	2409年	2410年	2411年	2412年	2413年	2414年	2415年	2416年	2417年	2418年	2419年	2420年	2421年	2422年	2423年	2424年	2425年	2426年	2427年	2428年	2429年	2430年	2431年	2432年	2433年	2434年	2435年	2436年	2437年	2438年	2439年	2440年	2441年	2442年	2443年	2444年	2445年	2446年	2447年	2448年	2449年	2450年	2451年	2452年	2453年	2454年	2455年	2456年	2457年	2458年	2459年	2460年	2461年	2462年	2463年	2464年	2465年	2466年	2467年	2468年	2469年	2470年	2471年	2472年	2473年	2474年	2475年	2476年	2477年	2478年	2479年	2480年	2481年	2482年	2483年	2484年	2485年	2486年	2487年	2488年	2489年	2490年	2491年	2492年	2493年	2494年	2495年	2496年	2497年	2498年	2499年	2500年	2501年	2502年	2503年	2504年	2505年	2506年	2507年	2508年	2509年	2510年	2511年	2512年	2513年	2514年	2515年	2516年	2517年	2518年	2519年	2520年	2521年	2522年	2523年	2524年	2525年	2526年	2527年	2528年	2529年	2530年	2531年	2532年	2533年	2534年	2535年	2536年	2537年	2538年	2539年	2540年	2541年	2542年	2543年	2544年	2545年	2546年	2547年	2548年	2549年	2550年	2551年	2552年	2553年	2554年	2555年	2556年	2557年	2558年	2559年	2560年	2561年	2562年	2563年	2564年	2565年	2566年	2567年	2568年	2569年	2570年	2571年	2572年	2573年	2574年	2575年	2576年	2577年	2578年	2579年	2580年	2581年	2582年	2583年	2584年	2585年	2586年	2587年	2588年	2589年	2590年	2591年	2592年	2593年	2594年	2595年	2596年	2597年	2598年	2599年	2600年	2601年	2602年	2603年	2604年	2605年	2606年	2607年	2608年	2609年	2610年	2611年	2612年	2613年	2614年	2615年	2616年	2617年	2618年	2619年	2620年	2621年	2622年	2623年	2624年	2625年	2626年	2627年	2628年	2629年	2630年	2631年	2632年	2633年	2634年	2635年	2636年	2637年	2638年	2639年	2640年	2641年	2642年	2643年	2644年	2645年	2646年	2647年	2648年	2649年	2650年	2651年	2652年	2653年	2654年	2655年	2656年	2657年	2658年	2659年	2660年	2661年	2662年	2663年	2664年	2665年	2666年	2667年	2668年	2669年	2670年	2671年	2672年	2673年	2674年	2675年	2676年	2677年	2678年	2679年	2680年	2681年	2682年	2683年	2684年	2685年	2686年	2687年	2688年	2689年	2690年	2691年	2692年	2693年	2694年	2695年	2696年	2697年	2698年	2699年	2700年	2701年	2702年	2703年	2704年	2705年	2706年	2707年	2708年	2709年	2710年	2711年	2712年	2713年	2714年	2715年	2716年	2717年	2718年	2719年	2720年	2721年	2722年	2723年	2724年	2725年	2726年	2727年	2728年	2729年	2730年	2731年	2732年	2733年	2734年	2735年	2736年	2737年	2738年	2739年	2740年	2741年	2742年	2743年	2744年	2745年	2746年	2747年	2748年	2749年	2750年	2751年	2752年	2753年	2754年	2755年	2756年	2757年	2758年	2759年	2760年	2761年	2762年	2763年	2764年	2765年	2766年	2767年	2768年	2769年	2770年	2771年	2772年	2773年	2774年	2775年	2776年	2777年	2778年	2779年	2780年	2781年	2782年	2783年	2784年	2785年	2786年	2787年	2788年	2789年	2790年	2791年	2792年	2793年	2794年	2795年	2796年	2797年	2798年	2799年	2800年	2801年	2802年	2803年	2804年	2805年	2806年	2807年	2808年	2809年	2810年	2811年	2812年	2813年	2814年	2815年	2816年	2817年	2818年	2819年	2820年	2821年	2822年	28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